

DEPARTMENT OF ENVIRONMENTAL QUALITY

DIVISION OF AIR QUALITY FY 2004 GOALS

I. DAQ STRATEGIC GOAL

PROTECT THE ENVIRONMENT

Attain and maintain air quality to protect public health and the environment through a comprehensive program including development and implementation of air pollution control strategies; promotion of compliance; monitoring of emissions and ambient air; promotion of appropriate pollution prevention activities; and further development and optimization of the emissions inventory process. Develop and implement control strategy plans, permitting process and compliance procedures, and rules which protect air quality, enhance appropriate development, and enhance Utah's economic potential. Operate a quality assurance program under a comprehensive Division QA policy.

Measures:

- a. National Ambient Air Quality Standards are attained and maintained.^{CPM A1, P2}
- b. National Emission Standards for Hazardous Air Pollutants are attained and maintained.^{CPM A2}
- c. PSD Increments are protected.
- d. State Implementation Plans (SIPs) are developed to attain and maintain air quality.
- e. Regulated community compliance status improves.
- f. Monitoring network collects appropriate and valid data.^{CPM A7}
- g. Appropriate emission inventories are completed and trends developed.^{CPM A1}
- h. Appropriate permits are issued in accordance with the Clean Air Act and State law requirements.

DIVISION ANNUAL GOALS

- 1. Appropriate SIPs are developed and implemented in all areas of the state.^{CPM A4, A6}

Measures:

- a. Issues surrounding the current SO₂ Maintenance Plan are resolved with EPA, and a revised plan is submitted to EPA for review and approval as necessary.
 - b. The process continues to develop a PM₁₀ SIP Maintenance Plan based on UAM-AERO for submission to EPA by March of 2004.
 - c. The process continues to develop the Regional Haze SIP for submission to EPA by December of 2003.
 - d. A CO Maintenance Plan is prepared for Provo/Orem and submitted to EPA for review/approval.
 - e. Monitor progress with the development of the 8-hr ozone standard and PM_{2.5} standards and make recommendations as appropriate for the initial designations.
 - f. A Natural Events Action Plan is prepared and submitted to EPA for review and approval.
 - g. UDAQ and EPA will continue to work toward resolving the Part D SIP requirements for Ogden City PM₁₀.
2. Existing SIPs are implemented. ^{CMP A7}

Measures:

- a. The implementation of the government agency Employer-based Trip Reduction Program required in the Ozone Maintenance Plan will continue. ~~Statistics are under review to determine the progress of individual agencies in meeting their six year 20% drive-alone reduction goal. If appropriate, a revision in the program will be proposed.~~
3. Air Quality issues in areas of the State outside the Wasatch Front are addressed as appropriate.
- a. Assist the Cache MPO to identify potential PM_{2.5} areas of concern and provide them with the information they need to make decisions regarding air quality.
 - b. Assist the Washington County elected officials as they study causes of ozone in the St. George area.
4. Appropriate Inventories are developed and improved. ^{CMP A1, A5}

Measures:

- a. The Title V inventory is prepared by August 15.
 - b. A HAP inventory is prepared by August 15.
 - c. Non-HAP / non-criteria / non-MACT regulated pollutants are inventoried by August 15.
 - d. The point source annual inventory is uploaded to EPA by June 28.
 - e. The inventories required for the Provo/Orem CO Maintenance Plan, Salt Lake County/Utah County/Ogden City PM10 Maintenance Plan, and Regional Haze SIP are developed as required.
 - f. ~~National Emissions Inventory Database for Utah will be updated every three years.~~
5. PSD increment tracking continues to meet federal requirements.

Measures:

- a. Major Sources are tracked for increment consumption as permits are issued.
6. Maintain an adequate ambient air quality monitoring program according to 40 CFR Part 58 to assess public exposure to air pollutants and to determine attainment status.^{CPM A3, A4}

Measures:

- a. The annual Monitoring Network Review is completed and submitted to EPA by June 30.
 - b. PM2.5 monitoring network is maintained and operated.
 - c. Monitoring data are submitted to EPA 90 days after each quarter.
 - d. ~~Toxic air pollutants are monitored at Grantsville as determined necessary.~~
 - e. Appropriate participation in the Improve Steering Committee and WRAP Monitoring Committee.
 - f. Locations for new monitoring sites are based on current emission inventories air quality modeling and EPA regulation.
7. Pro-active pollution reduction measures are reviewed and implemented as appropriate.^{CPM A2}

Measures:

- a. Pollution prevention measures are promoted during permit development where appropriate and feasible.
8. Maintain and assist the compliance status of air pollution sources in the State.

Measures:

- a. By November 15, prepare and submit the compliance monitoring strategy to EPA for review and approval by December 15. The provisions of EPA's April 25, 2001 Clean Air Act Stationary Source Compliance Monitoring Strategy will be incorporated into the State's strategy.
 - b. Asbestos notification, certification, and outreach programs are implemented, and at least 120 on-site inspections are performed.^{ASB}
 - c. The work program for the AHERA Toxic Substances Compliance Monitoring Grant is implemented.^{CPM A7}
 - d. The work program for the State Lead Program Development Grant is implemented, and a program that meets State needs is developed in conjunction with other affected agencies.^{LD}
9. Implement the Operating Permits Program meeting the current requirements of Title V, CAAA 1990, and the Utah Air Conservation Act.

Measures:

- a. An Operating Permits Program is continued as described in program approval from EPA.
 - b. The provisions of the Acid Rain Act and 40 CFR Part 72 and Part 76 are implemented.
10. Continue issuing approval orders for new sources and modifications of the existing approval orders.

Measures:

- a. Communications with sources are carried out effectively to complete NOI submittals and any other information necessary for reviews.

- b. Air quality modeling is completed to ensure the protection of the NAAQS and PSD increment ceilings in class I and class II areas.
 - c. Hazardous air pollutants (HAP) and other non-criteria regulated pollutant emissions are documented and reviewed, and if necessary, air quality modeling for HAP sources is completed to assess the ambient impact.
 - d. Streamline permitting process by developing more permits by rule, general permits, and upgrading permitting forms.
 - e. Continue making improvement in the implementation of the de minimis rule and flexibility provisions.
 - f. Complete review of permitting process and document processes/procedures for redesign of the NSR database user-interface to support NSR permitting.
11. Continue issuing pollution control facility certifications for sales tax exemption.

Measure:

- a. Pollution control facility certifications are issued within 120 days from the application date.
12. Quality Assurance programs are reviewed for effectiveness.

Measures:

- a. Statistical quality standards are met.
- b. Rules, regulations, procedures, policies, and protocols are complied with.
- c. Regulatory activities will be documented including the appropriate technical support.
- d. The State and EPA agree on the adequate quality of air program results.

II. DAQ STRATEGIC GOAL

INVOLVE OTHERS IN THE PROCESS

Involve customers (internal/external) in the development of SIPs, issuing permits, and compliance activities. Form partnerships with stakeholders to ensure consideration of all relevant issues. Align with customer (internal/external) needs and improve delivery of quality service by identifying and understanding customer needs, and by negotiating reasonable solutions to meet customer needs.

Measures:

- a. Customer feedback is obtained, reviewed, and appropriate action is taken.
- b. Cost of implementation is evaluated.
- c. Time required to meet customer needs is minimized.
- d. Stakeholders are involved in the development of air quality strategies and plans.

DIVISION ANNUAL GOALS

- 1. The web site is enhanced to increase the availability for public usage.

Measures:

- a. Progress is made to develop provisions for external customers to comment on proposed rules, submit inventory data, and submit NOIs and emissions inventories via the web, as well as providing clear and accurate information via the web.
- b. Staff input to the web page increases, including increased availability of public documents, data, charts, graphs, project status, etc. The Mobile Sources Section will work with the web master to create a Mobile Sources web page.

- 2. Involve affected entities in the rule making, SIP development, and permitting process

Measures:

- a. Partnerships include appropriate parties and the scope of the affected entities and their respective roles are clearly defined.
- b. Meetings are held to address a variety of issues including environment, health, and economic concerns, statutory requirements and implementation.
- c. SIP Stakeholder workgroups are supported during development of revisions to the SIP and development of the various Maintenance Plans.

- 3. The small business assistance program (SBAP) is maintained which actively assists small businesses to comply with rules of the Board.^{SBA}

Measures:

- a. Educational Assistance is provided to all small businesses affected by adopted NSPS and MACT standards.

- b. As appropriate, the Small Business Advisory Panel's role is modified to increase the effectiveness of the SBAP.
 - c. Voluntary on-site assistance is provided.
 - d. The small business work plan for the Small Business Advisory Panel is modified as appropriate to better meet assistance needs.
 - e. Assistance tracking is modified as appropriate to better provide and measure assistance needs.
4. DAQ internal communications will be improved.

Measures:

- a. Quality Council will be used to identify cross-cutting issues and establish appropriate workgroups to discuss those issues.
 - b. Staff developing emissions inventories and approval orders will coordinate their work better to assure compatibility and reduce duplication of efforts.
 - c. Issuing Approval Orders and developing point-source emissions inventories and SIP Limits dealing with point sources will be coordinated.
5. Provide technical support and application development of Geographic Information Systems (GIS) technology.

Measures:

- a. Develop an operational AMC web-based visualization of air quality and meteorology data in conjunction with the cooperative EMPACT grant.
- b. Develop visualization application(s) for UAM output.
- c. Support modeling efforts with GIS applications developed, for spatial allocation of emissions data, meteorological data and other model inputs.

III. DAQ STRATEGIC GOAL

PARTNER WITH OTHER IN-STATE GOVERNMENT AGENCIES

Work in partnership with local government, MPOs, and other state and federal agencies to develop and implement programs for the protection of air quality statewide and to achieve and maintain acceptable air quality along the Wasatch Front.

Measures:

- a. Conformity determinations of TIPs and LRPs are reviewed and comments submitted to the appropriate agency within the comment period of each finding.
- b. Partnership satisfaction and feedback are measured.
- c. Appropriate areas of responsibility are defined for DAQ and local agencies.
- d. Recognition, discussion, prioritization, and resolution of applicable air quality issues occurs.

DIVISION ANNUAL GOALS

1. Work to implement R307-204, Smoke Management, the Utah Smoke Management Plan (SMP), and MOU to mitigate smoke impacts from managed natural fires and prescribed fire on visibility, public nuisance, and the health-based NAAQS.

Measures:

- a. An emissions tracking system is developed to calculate air emissions from prescribed fires, managed natural fires, and wildfires.
 - b. Coordinated with partner agencies to maintain the Smoke Program Coordinator to make necessary burn approval or denial decisions.
2. Participate as appropriate in activities of other partner agencies.

Measures:

- a. DAQ staff are involved in planning activities of the MPOs, UDOT and UTA.
 - b. DAQ staff works with the MPOs to acquire and analyze vehicle miles traveled (VMT) data for use in inventory work of the division.
 - c. Local health department staff are trained as requested in the siting and operations of monitoring equipment.
 - d. Training and other assistance will be provided to tribal air quality staff as requested and within available DAQ resources.
3. Actively participate in the work of local planning agencies and organizations.

Measures:

- a. Participation in Clean Cities which promotes the use of alternate fuels and alternate-fueled vehicles for state/local governments. Advice will be provided on fuels issues to improve air quality in Utah.
4. Provide technical support to LHD vehicle emissions Inspection and Maintenance (I/M) programs.

Measures:

- a. Work with the LHDs to quantify effectiveness of existing and proposed I/M programs in support of future SIP development.
 - b. Provide technical assistance to LHD I/M program staff.
5. The Division supports and contributes to the goals and objectives of the Center for Automotive Science and Technology at Weber State University.^{MSOA}

Measures:

- a. Accurate information provided to stakeholders about the impact of emissions, emission control systems and efficiency of vehicles.
 - b. Mobile source emission education & training provided to local & national automotive technicians, instructors, regulatory officials, field engineers and consumer groups.
 - c. Working with DEQ staff, partner with secondary and post-secondary engineering and automotive technology programs and assist them in strengthening their air quality-focused programs.
6. Work with EPA to complete federal actions on backlog of State submittals.

Measure:

- a. Appropriate assistance is provided EPA staff responsible for completing federal action on each submittal to facilitate final EPA action on each.

IV. DAQ STRATEGIC GOAL

MAINTAIN DELEGATION OF FEDERAL PROGRAMS

Delegation of federal air quality programs identified in the Clean Air Act Amendments of 1990 by

developing appropriate plans, programs, policies, procedures and rules and by actively influencing non-delegated federal air quality programs to reflect Utah needs.

Measures:

- a. Delegated programs are maintained and meet Utah needs.
- b. Program activities result in minimal federal intervention.
- c. Federal and state air quality regulations and rules are reviewed regularly and changes are made to ensure continued authority, applicability and enforceability.

DIVISION ANNUAL GOALS

1. Implement designated facility plans, NSPS, NESHAPS, MACTs, CTGs and RACT.

Measure:

- a. MACT Standards that apply to sources in Utah are adopted and implemented through the Operating Permit process as they are developed and promulgated by EPA.
- b. NSPS standards that apply to sources in Utah are adopted and implemented through the permit process as they are developed and promulgated by EPA.
- c. Rules implementing specific source RACT are developed and implemented as appropriate.

2. Continue to submit data to EPA as required by EPA. ^{CPM A7}

Measures:

- a. Quality assured ambient air pollution data will be submitted to AIRS no later than 90 days after each calendar quarter.
- b. Data precision and accuracy assessments will be submitted to AIRS no later than 90 days after each calendar quarter.
- c. As the federal database is revised and implemented, state capabilities to upload data are upgraded.
- d. The data base is monitored on an ongoing basis for accuracy and completeness.
- e. Data summary reports are printed for regulatory and public use as appropriate.

V. DAQ STRATEGIC GOAL

INFLUENCE STATE, REGIONAL, AND NATIONAL POLICY

Influence Utah, regional and national air quality policy by actively participating with the Utah Legislature and active involvement with established regional and national policy making organizations.

Measures:

- a. Participation in Utah, regional and national policy-making organizations.
- b. Utah, regional/national policies reflect State and program needs/ requirements.

DIVISION ANNUAL GOALS

1. Active participation in appropriate Utah, regional, and national policy-making organizations.

Measures:

- a. The DAQ provides input into the work products of the WRAP, WESTAR, STAPPA, WGA, and FACA Mobile Source Committee.
- b. Where offered and appropriate, DAQ employees assume leadership roles in the activities of forums, teams, or committees of WRAP, WESTAR, ~~and~~ STAPPA and AWMA.
- c. DAQ information is provided to the Administrative Rules review committee and other legislative bodies as requested.
- d. DAQ actively participates in appropriate meetings of the MPOs.

VI. DAQ STRATEGIC GOAL

INCREASE PUBLIC AWARENESS

Educate the general public and small businesses about the sources of air pollution, methods to reduce emissions, and the personal and economic benefits of voluntary reductions of air pollution.

Measures:

- a. Public awareness of the causes of air pollution is increased.
- b. Voluntary measures are quantified and used as control strategies where appropriate.

- c. School curricula are developed and staff trained appropriately.

DIVISION ANNUAL GOALS

1. Provide information to the public that may result in lower emissions from the transportation sector of the inventory.

Measures:

- a. Information is prepared and disseminated that promotes the use of alternate fuels.
- b. The Choose-Clean-Air campaign is continued.
- c. No-drive-days and no-burn-days are continued.
- d. Information regarding alternate commute options is provided to appropriate agencies.

2. Respond to questions from the public regarding air quality issues.

Measure:

- a. Respond to questions from the public regarding air quality issues in a timely manner.

VII. EPA's Portion of the PPA

Division of Air Quality

1. EPA Region VIII will work with UDAQ as necessary and appropriate when reviewing SIP submittals to clarify issues and communicate actions that may affect Utah.
2. EPA Region VIII will participate in UDAQ Board Meetings when specific issues regarding the partnership between EPA Region VIII and UDAQ are part of the agenda and travel funds permit.

Planning Branch

1. EPA Region VIII will work with EPA HQ when appropriate to help elevate issues to the national level that are uniquely western issues.
2. EPA Region VIII will work with other affected EPA offices when appropriate to consider various approaches to addressing specific issues that impact Utah.

3. EPA Region VIII gives timely attention to any intermediate work products that are developed in the SIP process so as to provide UDAQ its feedback during project development rather than at the end.
4. EPA makes every effort to determine completeness and to take final action on regulatory actions submitted by Utah in accordance with statutory time frames considering existing resources.
5. EPA Region VIII and UDAQ will work together to prioritize existing SIP submittals and on identifying upcoming SIP revisions. EPA Region VIII will keep UDAQ informed on the status of actions.

Permitting Branch

1. ~~Section 1-10.g.~~
2. EPA will provide review and comments as appropriate for the ITAs within the 30 day public comment period.

Compliance and Enforcement Activities

1. EPA Region VIII, Office of Enforcement, Compliance and Environmental Justice and Utah Division of Air Quality will work to keep each other informed of important and potentially controversial activities involving regulated sources in Utah, including activities involving national and regional initiatives. EPA continues to implement PSD/NSR, Coal Fired Power Plant, and Refinery initiatives nationally and is working to develop an Oil and Gas initiative regionally.

DIVISION OF DRINKING WATER

FY 2004 GOALS

MISSION STATEMENT:

To protect the public against waterborne health risks through education, assistance, and oversight

ENVIRONMENT

DEQ STRATEGIC GOAL

Establish clear, implementable criteria that define excellence in environmental quality, including standards for air, water, and soil, and for activities in pollution prevention, clean-ups, emissions reductions, public education and cost effectiveness of controls.

Measures

- a. Necessary statutes, rules, and guidelines exist.
- b. Regulated customers understand and follow criteria.
- c. The non-regulated customers perceive DEQ programs as fair and protective of health and the environment.

Promote a sustainable relationship between economic development and environmental quality.

Measures

- a. Stakeholders participate in the development and implementation of environmental policies and programs.
- b. Over time, evaluate environmental data in relation to economic improvements within the region.

Provide leadership in Utah, the western region, and nationally on environmental policy and protection.

Measures

- a. Evaluate the results of DEQ participation in targeted state, regional and national policy and regulatory discussions. Identify objectives of participation and achievement of objects.
- b. Success of legislative, budget, and policy initiatives identified and supported by DEQ.

DDW STRATEGIC GOAL

To maintain superior drinking water quality and meet the current and future water demand through ensuring adequate facilities, source protection, Safe Drinking Water Act (SDWA) implementation, timely assistance, and incorporate Utah needs into national policy. Our ultimate goal is to have zero Not Approved public water systems.

Measures

- a. Percentage of community water systems with approved ratings.
- b. Percentage of population served with approved ratings.
- c. Number of completed source protection plans implemented by drinking water systems.
- d. Percent of population and community water systems with ground water or surface water protection programs.
- e. Number of percentage of community water systems (and population served) with one or more violations of health-based requirements during the year, reported separately for violations of the SWTR, TCR, Nitrate, Lead and Copper Rule, and all other regulated contaminants.
- f. Percent of community and non-transient, non-community water systems (and population served) with lead levels in drinking water exceeding the action level in the Lead and Copper regulation.
- g. Number of unfiltered systems not in compliance with SWTR requirements and population served.

DDW Annual Goals

1. Complete, maintain and enhance the TRITON database.

Measures:

- a. Complete and deploy to all DDW staff, the first version of TRITON (the version replacing all DMAC functionality and including the Bacti, Inventory and Chem and Enforcement modules along with their associated Actuate and EPA reports.) by 7/30/2003.
- b. Completely migrate all DMAC and DAD data to TRITON. Officially retire and cease using DMAC and much/most of DAD (some of DAD which contains functionality not in TRITON will need to continue) by 10/31/2003.
- c. Complete the Priority A Group of Enhancements/Additions to Triton and make them a functional part of Triton. These enhancements are: Surface Water Treatment Rule (1), Interim Enhanced SWTR (1), DBP Rule (1), MCL exceedances - tracking of follow-up actions (2), Bacti electronic data transfer (3), Public Notification - expansion on Enforcement (4), and CCR (5) by 6/30/2004. (The numbers in parentheses behind each item indicate it's relative priority.)
- d. Complete and deploy as many "Priority B Enhancements" to Triton as

time allows. These enhancements include: electronic data transfer from labs to DDW, help system for Triton, fully unit/jemmy/jelly test Triton, break business objects out to EA Server, Web version of Triton, Java and database documentation, expanded Sanitary Survey module, new source review, source protection, UCMR, other new EPA rules (Ground Water, Radon), plan review tracking, library, hydrogeology library, GWUDI, CAP meeting assignments tracking, loan program, charting by 6/30/2004.

- e. Maintain the TRITON database. Fix bugs as they are discovered and make any changes to TRITON necessitated by changes in DDW's needs, rules or procedures by 6/30/2004.

2. Determine the impacts of secondary irrigation systems on public drinking water systems and Utah's residents and develop guidance to mitigate any adverse impacts discovered by the investigation.

Measures

- a. With the DWB develop a strategy for the investigation, considering previous work and the need to involve a broad spectrum of professionals and lay public interested in drinking water by 9/30/2003.
- b. Perform the investigative piece of the strategy by, among other things, evaluating the drinking water quality in those areas served by secondary irrigation systems, the incidents of cross-connections and the robustness of local cross-connection programs, and to the extent possible determine the incidence of gastro-intestinal illnesses by 12/31/2003.
- c. With the DWB and its advisors evaluate the results of the investigation carried out in task 2.b., identify the characteristics of those drinking water systems which maintain acceptable water quality during the irrigation season and the characteristics of those systems for which the water quality deteriorates and, in a similar fashion the incidence of gastro-intestinal illnesses. Prepare a report for the DWB's consideration which contains recommendations for mitigating adverse impact on drinking water systems by secondary irrigation systems by 3/31/2004.
- d. Implement any decision by the DWB regarding Task 2.c. (above) report findings and recommendation(s) by 6/30/2004.

3. Create an external ad hoc Board committee to investigate: DDW's best approach (including rules/construction standards) to address increased concerns about water system security and how best to participate/coordinate with security efforts outside of DDW.

Measures

- a. The Compliance Section will advise the Engineering Section of DDW/RWAU training efforts directed towards large and medium

systems to comply with the EPA mandate to prepare VA's and ERP's by 5/5/2003.

- b. The Engineering Section will prepare a recommendation to the Drinking Water Board that would identify issues and identify ad hoc committee by 7/31/2003.
- c. The Engineering & Compliance Sections will jointly present the recommendations of the ad hoc committee to the Board by 6/30/2004.

4. Overhaul the Operating Permit process, as necessary, so that it more nearly fulfills its original concept.

Measures

- a. Investigate why there is so many projects without an operating permit and recommend revisions to the process to minimize this number by 9/30/2003.
- b. Revise DAD to allow each engineer to update the plan review tracking file in a manner to implement the findings and recommendations of task 4.a. by 12/31/2003.

5. Form a Sanitary Survey QAT to evaluate and make recommendations to management on issues relating to Sanitary Surveys, including, but not limited to: a) manager tracking of staff performance, b) survey data capture and interface with the Triton based IPS system, c) necessary assignments to complete the required number of surveys, d) digital helps to facilitate staff work, e) sanitary survey kits, f) survey training, and g) period of performance of surveys.

Measures

- a. Division management will meet to: a) develop a direction statement or "charge" for the QAT, b) assign staff to the QAT, c) appoint a leader for the QAT and d) provide a timeline for tasks completions by 7/1/2003.
- b. The QAT will obtain data, formulate and evaluate options, and make recommendations to the Division management. by 10/1/2003.
- b. Division management will implement recommendations as appropriate by 12/1/2003.

6. Communicate effectively with water treatment plant staff

Measures

- a. Define types of interaction with the treatment plants; i.e., treatment plant inspection, sanitary survey, comprehensive performance evaluation, and comprehensive technical assistance. Describe who makes the contact, at what frequency and documentation needed by 8/31/2003.
- b. Improve knowledge and skills related to treatment plant interactions. Obtain and study implementation guidelines and handbooks. Attend training and provide training to other staff by 10/31/2003.
- c. Interact constructively with the treatment plants as defined in Task 6.a. Meet goals for quality and frequency of visits by 12/31/2003.

CUSTOMER SERVICE

DEQ STRATEGIC GOAL

Operate as a customer-oriented agency by focusing on customer service, trust and problem-solving through teamwork and partnership.

Measures

- a. Make timely decisions.
- b. Improve coordination with internal and external customers.
- c. Provide effective communication, timely information and clear direction to customers.
- d. Encourage public involvement and informed decision-making.
- e. Involve customers in the rulemaking process.
- f. Work in partnership to solve problems.

DDW STRATEGIC GOAL

Maintain an atmosphere of trust between the Division and the Division's customers through timely, accurate and courteous exchanges of information.

Measures

- a. Customer feedback to Department and Division.
- b. Meet established review or response periods.

DDW Annual Goals

7. Provide Opportunity for Customer Feedback.

Measures

- a. Provide survey at AWWA-Intermountain Section fall conference by 9/30/2003.
- b. Provide survey at RWAU summer conference by 7/31/2003.

STATE BASED REGULATION OF ENVIRONMENTAL PROGRAMS

DEQ STRATEGIC GOAL

Administer programs and priorities to reflect the unique conditions of Utah. Programs will be administered at the state or local level, wherever appropriate. Actively influence non-delegated federal programs to reflect Utah needs.

- a. Primacy is achieved and maintained in those environmental program areas in which it is determined to be in the best interest of the state to receive federal primacy.
- b. Utah Issues and DEQ concerns are reflected in state, regional and national environmental policies.

DDW STRATEGIC GOAL

Administer programs and priorities to reflect the unique conditions of Utah. Programs will be administered at the state or local level, whenever appropriate. Actively influence non-delegated federal programs to reflect Utah needs.

DDW Annual Goals

- 8. Upgrade the IPS rule to incorporate missing issues, including but not limited to: UDI, engineering elements, CCR's and the SWTR and DBP suite of rules.**

Measures

- a. A Compliance Section team will meet and identify issues needing inclusion into the IPS rule by 9/1/2003.
- b. Rule revisions will be presented to the Board at its October or November meeting by 11/30/2003.
- c. The revised rules will be incorporated into the Triton database; sanitary survey forms and training; and CAP and rating calculations by 6/30/2004.

9. Update Engineering rules as needed.

Measures

- a. Update Rule R309-204 and change its designation to R309-515 by 10/31/2003.
- b. Review rules R309-500 - 550 and update references and other material as needed by 10/31/2003.
- c. Revise R309-520-14 Ultraviolet Light as needed to bring it into conformance with accepted contemporary practice by 3/31/2004.

10. Develop a tracking mechanism and improve the follow-up of assignments given at the quarterly CAP meetings.

Measures

- a. The Compliance Section will explore tracking options at its August 12, 2003 CAP meeting by 8/12/2003.
- b. The Compliance Section will implement the selected option by its November 12, 2003 CAP meeting and the Compliance Section Manager will advise the Section Managers of the Engineering and Special Services Sections of assignments give for purposes of tracking and reporting by 11/12/2003.
- c. All future CAP meetings following the November 12th meeting will include status reports on completion of assigned CAP tasks by 6/30/2004.

PARTNERSHIP WITH ALL GOVERNMENT AGENCIES

DEQ STRATEGIC GOAL

Administer programs and priorities to reflect the unique conditions of Utah. Programs will be administered at the state or local level, wherever appropriate. Actively influence non-delegated federal programs to reflect Utah needs.

Measures:

- a. Primacy is achieved and maintained in those environmental program areas in which it is determined to be in the best interest of the state to receive federal primacy.
- b. Utah Issues and DEQ concerns are reflected in state, regional and national environmental policies.

DDW STRATEGIC GOAL

Administer program and priorities to reflect the unique conditions of Utah. Programs will be administered at the state or local, whenever appropriate. Actively influence non-delegated federal programs to reflect Utah needs.

DDW Annual Goals

11. Develop, in cooperation with EPA, a Performance Partnership Agreement for the federal fiscal year commencing October 1, 2003.

Measures

- a. The Compliance Section Manager will seek guidance and examples from EPA and prepare a draft PPA by 7/15/2003.
- b. The Compliance Section Manager will incorporate input from EPA and prepare a final PPA by 9/1/2003.

12. The Division of Drinking Water will work with the State Health Laboratory to: a) improve upon the completeness and timeliness of reporting: IOC, VOC, Pesticide and Radionuclide data, b) encourage the Bureau of Laboratory Improvement to incorporate a rule requiring certified bacteriologic laboratories to automatically forward data to DDW and the appropriate local health department and c) encourage where ever possible the electronic reporting of data by all certified laboratories.

Measures

- a. DDW will continue to attend the monthly DEQ/DOH laboratory coordination meeting and as appropriate, bring up the issues identified above by 6/30/2004.

Employees

DEQ STRATEGIC GOAL

The success of the employees determines the success of DEQ. We will maintain a climate and structure in which employees can function to their fullest potential and accomplish the strategic goals of DEQ.

Measures

- a. Employee participation in achieving strategic and annual goals is essential.
- b. Teamwork and problem solving in essential.

- c. Employees are recognized for their quality work.
- d. Provide opportunities for training and professional development.
- e. Employee's feedback.
- f. Individual performance standards reflect annual goals and performance reviews are based on those performance standards.
- g. Employee's statements and actions reflect strategic and annual goals and DEQ policies and procedures.
- h. Employee recognition programs are in place, utilized and meet employee and management needs.

DDW STRATEGIC GOAL

The success of the employees determines the success of the DEQ. We will maintain a climate and structure in which employees can function to their fullest potential and accomplish the strategic goals of DEQ.

Measures

- a. Employee's assessment of job assignments.
- b. Employee's assessment of program direction.
- c. Implement and maintain successful Quality Recognition Program.

DDW Annual Goals

13. Investigate electronic document management systems.

Measures

- a. Organize a QAT and provide it with objectives to accomplish by 8/15/2003.
- b. The QAT is to investigate the various forms of electronic data management, associated costs and ease of implementing within DEQ's IT framework and prepare and present a report of its findings as directed by the Division's management team by 12/31/2003.

14. Perform File Purge.

Measures

- a. Develop written instructions for employees to follow when purging files

by 7/31/2003.

- b. Allocate files to all DDW employees to be purged by 8/31/2003.
- c. Complete file purge process by 1/1/2004.

15. Provide Technical Training Opportunities and Raise Awareness to Upper Management.

Measures

- a. Brief Executive Director and Deputy Director of technical training needs during budget process by 6/30/2003.
- b. Prioritize out of state travel (\$16,000) to best meet technical training needs by 6/30/2003.
- c. Seek external funding opportunities to help cover travel costs by 6/30/2004.
- d. Seek onsite technical training opportunities (with consultants, suppliers, water systems) by 6/30/2004.
- e. Identify issue in annual report by 6/30/2004.

Enhance Policy Maker's Understanding

DEQ STRATEGIC GOAL

Facilitate Board members as proactive participants in shaping environmental policy.

Measures

- a. Board members receive necessary information.
- b. Members participate in policy development and implementation.

DDW Annual Goals

16. Complete a Division Annual Report.

Measures

- a. Complete calendar year 2003 report by 2/15/2004.

17. Working with the other state agencies requiring water conservation and management plans establish a list of drinking water systems that have adopted a water management and conservation plan, update it as necessary and prepare an outline of the issues that should be included in such a plan.

Measures

- a. Obtain from Water Resources, Community Development, and Water Resources a list of those drinking water systems that have adopted a water management and conservation plan by 7/31/2003.
- b. Prepare an outline of issues that should be included in a water management and conservation plan starting with Water Resource's outline, allow each state agency to review it and publish it for use by interested parties including the Drinking Water by 2/28/2004.
- c. Periodically, update the water management and conservation plan list by contacting each participating agency for any additions, add to the list as necessary and send the updated list to each by 5/31/2004.

18. Meet With New Deputy Director and Discuss Division Priorities.

Measures

- a. Meet with Deputy Director and executive Director by 8/30/2003.
- b. Brief Drinking Water board in June/August meeting by 8/30/2003.
- c. Utilize external agencies (RWAU, AWWA-Intermountain Section) to help carry message to ED and DD by 6/30/2004.

19. Enhance information presentation to the Drinking Water Board.

Measures

- a. Survey Board asking for feedback on how to improve written and oral communications by 7/31/2003.
- b. Conduct Board work meeting(s) to address policy issues by 8/31/2003.
- c. Convene Board workgroup to discuss by 9/15/2003.
- d. Implement improvements by 10/31/2003.

Division of Environmental Response and Remediation

**(UST AND CERCLA ANNUAL GOALS)
(STATE FISCAL YEAR 2004)**

DEPARTMENT OF ENVIRONMENTAL QUALITY

DIVISION OF ENVIRONMENTAL RESPONSE AND REMEDIATION

ANNUAL GOALS

STATE FISCAL YEAR 2004

UST BRANCH

I. ENVIRONMENT

1. Contaminated LUST sites will be cleaned up to levels that are protective of human health and the environment.

Measures:

- a. Review and closeout 130 LUST sites between July 1, 2003 and June 30, 2004.
- b. Develop project schedules for state lead sites. Proceed according to project schedules toward site cleanup and closure.
- c. Increase the percent of confirmed LUST sites cleaned up and closed out.
- d. Monitor and evaluate the impact of MTBE on groundwater in Utah.

2. Prevent releases of hazardous and toxic substances into the environment.

Measures:

- a. For all sub-goals under this goal, update report on progress towards goal quarterly.
- b. Conduct or insure completion of leak detection inspections at 100% of the facilities throughout the state by June 30, 2004.
- c. 80% of inspected facilities in substantial compliance with leak detection requirements after 60-day inspection follow-up.
- d. 90% of inspected facilities in substantial compliance with operational requirements after 60-day inspection follow-up.
- e. Identify facilities that remain in non-compliance with release detection & operational requirements two months after the inspection date and initiate appropriate compliance actions.
- f. 95% of operational facilities have current Certificate of Compliance by June 30, 2004.
- g. Track effectiveness of various leak detection methods, including undetected releases, false alarms and inconclusive results.

II. PROGRAM DEVELOPMENT AND CONTINUOUS IMPROVEMENT FOR EFFICIENT CLEANUP OF LUST SITES

Measures:

- a. Prioritize potential UST enforcement actions by July 31, 2003, and update priority list quarterly.
- b. Complete contracts for two pay-for-performance projects by June 30, 2004.
- c. Support effort to draft legislation for 2004. Meet with stakeholder groups as required.
- d. Process claims through the Executive Secretary (UST) signature within 30 days of receipt.
- e. To cost recover state money used to investigate, abate and /or cleanup LUST sites, where the RP is unknown, unwilling, and/or unable, increase the number of cost recovery actions initiated, funds recovered, and settlement agreements completed from the previous fiscal year.
- f. By March 1, 2004 develop a guidance document for project managers on the use of Natural Attenuation at LUST sites.

III. EMPLOYEES

1. Provide employees clear guidance and direction to successfully fulfill their responsibilities.

Measures:

- a. Negotiate performance plans, consistent with strategic goals and objectives, with specific measurable performance criteria for all staff, by June 30, 2004.
 - b. Conduct informal 1 on 1 performance reviews quarterly for all staff to discuss status of assigned projects and provide feedback and direction. Formal review by June 30, 2004.
2. Implement measures to allow for employee development.

Measures:

- a. Develop a training needs list by October 1, 2003.
- b. Recognize staff for specific exemplary performance in customer service, individual task accomplishments, teamwork, and support for Department Mission, Vision, and Operating Principles.
- c. If funding allows, provide training for all employees, appropriate to experience and need of each person, and provide at least one training opportunity for each staff member by June 30, 2004.

IV. CUSTOMER SERVICE

1. Improve customer service by conducting pro-active public communication and education activities.

Measures:

- a. Publish bi-annual Newsletter by November 2003 and May 2004.
- b. Project manager visit small owner PST eligible sites within 30 days of receiving confirmation of release. Document each visit and compile the results. Report results quarterly.
- c. Each project manager will perform 15 site visits to LUST sites in order to provide customer assistance to owners.

V. DETERMINE AND EVALUATE BUDGETARY REQUIREMENTS TO MANAGE A VIABLE UST PROGRAM

Measure:

- a. Complete budget for staffing, equipment, travel and organizational needs by November 11, 2003. Review budget status within 30 days after the end of each quarter.

VI. ENHANCE POLICY MAKERS (LEGISLATURE, OTHER ELECTED OFFICIALS, AND BOARDS) UNDERSTANDING OF ENVIRONMENTAL ISSUES

1. Keep the Utah Solid and Hazardous Waste Control Board (SHWCB) informed of important and relevant information regarding the UST Program.

Measures:

- a. At each SHWCB meeting, prepare relevant information for Board members on environmental policy issues.

VII. COORDINATION WITH LOCAL HEALTH DEPARTMENTS AND LOCAL GOVERNMENTS

1. Provide adequate oversight of local health departments.

Measures:

- a. Review contract performance with local health departments by December 1, 2003 and May 15, 2004.
- b. Conduct semi-annual inspections training by December 31, 2003 and June 30, 2004.

DEPARTMENT OF ENVIRONMENTAL QUALITY

DIVISION OF ENVIRONMENTAL RESPONSE AND REMEDIATION ANNUAL GOALS STATE FISCAL YEAR 2004 CERCLA BRANCH

I. UTAH SUPERFUND PROGRAM

1. Perform Site Assessment Work.

Measures:

- a. Conduct Site Assessment work in compliance with EPA guidance and regulations and complete the work according to the schedule in the Utah/EPA Cooperative Agreement.
- b. Evaluate the Site Discovery Program and report progress to EPA quarterly.
- c. Assess the status of Site Assessment Projects quarterly to ensure the quality and efficiency of the work performed by the Branch is optimal.
- d. Monitor budgets and funding to ensure that adequate funding is available and spending is in compliance with applicable budgets and funding agreements.
- e. Respond to public inquiries regarding ongoing site activities and conduct the required Superfund public participation activities.
- f. Review and comment on EPA lead site assessment projects.

2. Manage Federal Superfund Projects in Utah.

Measures:

- a. Complete activities for Federal projects within the time frames negotiated with EPA and in accordance with applicable regulations and guidance.
- b. Utilize the Project Planning Template at appropriate times, in consultation with EPA, to establish and define agency roles and responsibilities.
- c. Ensure that adequate funding is available (through EPA cooperative agreements, PRP funding agreements or other financial mechanisms) to perform the required duties.
- d. Monitor spending to ensure that funds are expended in compliance with applicable agreements and contacts.
- e. Inform the public of ongoing site activities and conduct the required Superfund public participation activities.

3. Manage Federal Facility Projects in Utah.

Measures:

- a. Complete activities as required by the Federal Facility Agreements (FFA), and in accordance with applicable regulations and guidance.
- b. Ensure that adequate funding is available (through EPA cooperative agreements, DSMOA, PRP funding agreements or other financial mechanism) to perform the required duties.
- c. Monitor spending to ensure that funds are expended in compliance with applicable agreements.
- d. Inform the public of ongoing site activities and participate in the required community involvement activities
- e. Evaluate non-DOD/DOE federal facilities, determine the proper state role in these projects, and provide input as appropriate.
- f. Evaluate Formerly Used Defense Sites (FUDS) in Utah, coordinate with DSHW, and partner with the Army Corps of Engineers to cleanup and close out FUDS in Utah as resources and funding allow.

4. Partner with EPA for Brownfields Development in Utah.

Measures:

- a. Assist interested local governments with Brownfields proposal applications for pilot funding.
- b. Provide assessment services for Brownfields projects.
- c. Provide a State Brownfields coordinator for all Brownsfields projects.
- d. Coordinate Brownfields activities with appropriate EPA personnel.
- e. Promote Brownfields opportunities through community outreach.
- f. Develop the State Brownfields program as allowed by funding and legislation.
- g. Monitor the status of new federal Brownfields legislation and modify the state program as appropriate.

5. Perform Operation and Maintenance and Encourage Redevelopment of Sites Where Remedies are Complete.

Measures:

- a. Monitor sites in the O&M Program in accordance with the approved O&M Plans and applicable regulations and guidance.
- b. Ensure that adequate funding is available (through EPA cooperative agreements, PRP funding agreements or other financial mechanism) to perform the required duties.
- c. Monitor spending to ensure that funds are expended in compliance with applicable agreements.
- d. Implement and revise as necessary, a plan to ensure activities associated with all sites are properly monitored.
- e. Encourage and facilitate redevelopment of remediated sites.

6. Ensure that the Branch has the equipment necessary to perform Superfund activities and that it is regularly serviced.

Measures:

- a. Continue to implement the equipment security program in order to preserve state assets, and make revisions and modifications as necessary.
- b. Continually monitor supplies and restock when necessary.
- c. Conduct an inventory and inspection of equipment during the fourth quarter of the State fiscal year and ensure that equipment is operational.

II. STATE RESPONSE PROGRAM

1. Obtain Cooperative Agreement funding under Section 128 of the Small Business Liability Relief and Brownfields Revitalization Act to enhance the State Response Program.

Measures:

- a. Prepare application and scope of work to enhance the State Response Program.
 - b. Receipt of funding to implement the Cooperative Agreement.
2. Implement the Cooperative Agreement.

Measures:

- a. Develop procedures to identify, prioritize, and evaluate sites in the State Response Program.
- b. Complete site investigations through the State Response Program.

III. STATE VOLUNTARY CLEANUP PROGRAM

1. Establish procedures for implementation of the voluntary cleanup program and promote voluntary cleanup of contaminated sites.

Measures:

- a. Develop rules, guidance and procedures for implementation of the State voluntary cleanup program as necessary.
- b. Coordinate program processes with all divisions in DEQ.
- c. Actively promote the VCP as a viable option for cleanup of contaminated sites.
- d. Meet periodically with the VCP Committee to discuss the program.

2. Manage Voluntary Cleanup Projects.

Measures:

- a. Complete activities for voluntary projects in accordance with applicable regulations and guidance.
- b. Monitor spending to ensure that funds are expended in compliance with applicable agreements and rules.
- c. Inform the public of ongoing site activities and conduct the appropriate public participation activities.
- d. Update VCP site status list quarterly.

IV. EMERGENCY RESPONSE, EPCRA AND HOMELAND SECURITY PROGRAMS

1. Respond to imminent Superfund and HSMA environmental hazards.

Measures:

- a. Respond to requests for assistance to the extent allowable under existing rules and resources availability.
- b. Receive and document spill notifications and notify appropriate agencies.

2. Monitor and support EPA Emergency Response Branch activities.

Measures:

- a. Participate in EPA emergency responses to the extent allowed by EPA and resource availability.
- b. Review and comment as appropriate on reports, agreements, and other documents associated with EPA ERB activities.

3. Maintain and Improve DERR's capabilities to respond to environmental emergencies and conduct removal actions.

Measures:

- a. Continue to coordinate emergency response and Homeland security issues with the Department Emergency Response Workgroup.
- b. Represent DEQ in various Homeland security meetings and workgroups.
- c. Review and update the DERR response plan to ensure that it is current.

4. Participate in state-wide Emergency Response coordination and training activities.

Measures:

- a. Participate in State wide incident exercises.
- b. Participate in local and national committees and work groups.

5. Perform required Title III (Tier II and TRI) duties.

Measures:

- a. Compile and enter the data as submitted.
- b. Prepare the annual Tier II and TRI reports.
- c. Provide data to the public when requested.
- d. Actively participate in the SERC with CEM.

V. LEADERSHIP IN UTAH, THE WESTERN REGION, AND NATIONALLY IN THE PROGRAMS ADMINISTERED BY THE SUPERFUND BRANCH

1. Provide support to the Department in pursuing legislation to strengthen the State Program.

Measures:

- a. Recommend legislative amendments to the Department administration as requested.
 - b. Evaluate funding needs and recommend a budget to the Department as requested.
 - c. Participate in the initiative to develop legislation as requested.
2. Strengthen the State role in the Federal Superfund Program.

Measures:

- a. Promote an expanded role for States in discussions and negotiations with EPA personnel.
 - b. Participate in regional and national organizations that promote expanded State involvement in Superfund and enhance the Utah Program.
3. Pursue Natural Resource Damages (NRD) claims at appropriate sites.

Measures:

- a. Evaluate Utah sites for potential NRD claims.
 - b. Coordinate NRD activities with interested stakeholders.
4. Use technology to manage information in DERR and make it available to the public.

Measures:

- a. Develop a response program information management system.
- b. Participate in Department meetings and workgroups to evaluate Internet issues.
- c. Identify areas that the Branch could improve the Internet Home Page and public access to information that is maintained by the Branch.

VI. BUDGET AND FUNDING

1. Regularly evaluate the status of the Branch budget and ensure that there are adequate funds to complete the required work.

Measures:

- a. Meet monthly in Branch management meetings to review the Branch budget report.
 - b. Make adjustments to budgets as necessary and as allowed by current rules and law.
2. Obtain Funds to support Branch projects.

Measures:

- a. Enter funding agreements with appropriate parties to provide the resources necessary to ensure that Branch staff are able to participate in various projects.
- b. Submit cooperative agreement applications for federal funding as necessary and appropriate.

VII. CUSTOMER SERVICE

1. Promptly respond to information requests, ensure files are current, and provide public access to Superfund records in compliance with GRAMA.

Measures:

- a. Coordinate all records requests with the Division Records Manager.
 - b. Ensure that all files are current and properly organized.
2. Apply Operating Principles and Enlibra philosophy in work activities.

Measures:

- a. Promote adherence to the Operating Principles and Enlibra philosophy in Branch staff meetings.
- b. Ensure all communications are consistent with the Operating Principles and Enlibra.

VIII. PARTNERSHIPS WITH FEDERAL, STATE, LOCAL AND TRIBAL GOVERNMENTS

1. Strengthen the working relationship with EPA counterparts and maintain a positive, professional working relationship with EPA staff.

Measures:

- a. Communicate frequently with staff, management, and support personnel at EPA.
 - b. Meet regularly with representatives of EPA to discuss all aspects of the Superfund program in Utah.
 - c. Maintain a partnership relationship with EPA through application of the Operating Principles and participation in partnership meetings and retreats.
2. Support Department initiatives to enhance relationships with local and tribal governments.

Measures:

- a. Provide information as requested.
 - b. Participate in meetings as requested.
 - c. Ensure communication with policy makers is in accordance with the Operating Principles and Enlibra philosophy.
3. Ensure complete and accurate information regarding Branch activities is available to all partners and customers.

Measures:

- a. Complete EPA quarterly reports as required by federal regulation.
- b. Complete Division goals report as required.
- c. Complete regular updates as required by Branch Policy.

IX. COORDINATION WITH LOCAL HEALTH DEPARTMENTS AND LOCAL GOVERNMENTS

1. Communicate regularly with local health officials regarding Branch activities.

Measures:

- a. Notify local health officials and district engineers regarding Branch activities in their areas.
- b. Give local health officials and district engineers' opportunity to participate in Branch activities.
- c. Coordinate identification of sites for inclusion in Branch programs with local officials.

X. EMPLOYEES

1. Foster a climate where employees can function at their fullest potential. Enhance staff job satisfaction and ensure that staff are recognized for their accomplishments.

Measures:

- a. Conduct Branch staff meetings at least quarterly.
 - b. Issue Quality Recognition Awards for accomplishment of major goals or milestones.
 - c. Provide recognition for quality work through On-The-Spot Awards, certificates, public recognition, verbal acknowledgments, etc.
2. Ensure adequate staff are available to conduct the required work.

Measures:

- a. Evaluate staffing needs for fiscal year 2004 based on the projected workload and funding.
 - b. Conduct recruitment as necessary to fill vacant positions.
 - c. Ensure that recruitments are completed expeditiously and efficiently.
3. Provide proper safety training and equipment for the Division staff and coordinate safety training for the Department staff as needed.

Measures:

- a. Track safety training for the Division staff.
 - b. Provide or coordinate the necessary safety training for the Division.
 - c. Comply with the Division health and safety program.
 - d. Monitor the safety equipment needs of the Division.
 - e. Procure equipment to ensure that all Division staff have the necessary safety equipment.
 - f. Provide appropriate fit testing for Division staff.
4. Administrate the Medical Monitoring Program for the Division.

Measures:

- a. Track physical examinations for Division staff.
 - b. Schedule physical examinations for Division staff as necessary.
 - c. Assist with administration of the medical monitoring contract.
5. Ensure that staff are adequately trained to perform their assigned duties.

Measures:

- a. Meet with individual staff members and identify individual training needs.
 - b. Provide training opportunities for staff that will improve their knowledge and skills in their individual areas of expertise.
6. Ensure that staff have a clear understanding of performance expectations and status.

Measures:

- a. Prepare clear, concise, measurable performance plans.
- b. Incorporate strategic and Branch goals into individual performance plans.
- c. Conduct mid-year informal performance evaluations.
- d. Conduct formal performance reviews annually as required by DHRM.
- e. Incorporate Operating Principles and Enlibra philosophy into performance plans.

XI. ENHANCE POLICY MAKERS (ELECTED OFFICIALS, AND BOARDS) UNDERSTANDING OF ENVIRONMENTAL ISSUES

- 1. Keep the statutory boards informed of Superfund Activities as requested.
- 2. Attend board meetings and provide project information and updates as requested.
- 3. Support Department efforts to inform policy makers of environmental issues.

Measures:

- a. Provide information as requested.
- b. Participate in meetings and provide input as requested.
- c. Promote DEQ policies and programs in all communication with policy makers.



**DIVISION OF RADIATION CONTROL
ANNUAL GOALS
LEGISLATIVE PRIORITIES
BUDGET PRIORITIES**

FY2004

DIVISION OF RADIATION CONTROL

FY2004 GOALS

MISSION STATEMENT:

"The mission of the Division of Radiation Control is to assure the citizens of Utah the lowest exposure to any form of radiation"

DEPARTMENT OF ENVIRONMENTAL QUALITY (DEQ) STRATEGIC GOAL

ENVIRONMENT

Establish clear, implementable criteria that define excellence in environmental quality, including standards for air, water, and soil, and for activities in pollution prevention, cleanups, emissions reductions, public education and cost effectiveness of controls.

Measures:

1. Necessary statutes, rules, and guidance exist.
2. Regulated customers understand and follow criteria.
3. The non-regulated customers perceive DEQ programs as fair and protective of health and the environment.

Promote a sustainable relationship between economic development and environmental quality.

Measures:

1. Stakeholders participate in the development and implementation of environmental policies and programs.
2. Over time, evaluate environmental data in relation to economic improvements within the region.

Provide leadership in Utah, the western region, and nationally on environmental policy and protection.

Measures:

1. Evaluate the results of DEQ participation in targeted state, regional, and national policy and regulatory discussions. Identify objectives of participation and achievement of objectives.

2. Success of legislative, budget, and policy initiatives identified and supported by DEQ.

DRC STRATEGIC GOAL

Limit the amount of radiation exposure to the general public to those levels which are the lowest level reasonably achievable (ALARA) to accomplish medical procedures and protect radiation workers. Minimize environmental radiation exposure to the citizens of Utah from generation, movement, remediation, and disposal of radioactive materials.

Measures:

1. Radiation exposure to the general public from medical procedures will be evaluated.

Entrance skin exposure information for the most common x-ray procedures will be collected by staff and qualified experts and reported to the health provider comparing their results to national and Utah trends. The exposure information will be entered into the Division database to enable tracking of exposure trends for the common x-ray procedures in Utah to evaluate the effectiveness of the Division inspection efforts.

2. Dose to high risk radiation workers remains within regulatory dose limits and is ALARA High risk radiation groups (Part 61 disposal operators (Envirocare), distributors of radioactive materials (Radiation Safety and Nuclear Products), and industrial radiographers will be surveyed on an annual basis and asked to categorize their employees for exposure based on personnel monitoring records. The measure will be a reduction in exposures at the higher levels for the same groups on a yearly basis.

3. Provide satisfactory regulatory oversight programs to safeguard the public from ionizing radiation.

The radioactive materials and low-level radioactive waste programs are evaluated and judged adequate and compatible through the Nuclear Regulatory Commission Integrated Materials Performance Evaluation Program (IMPEP) during routine program reviews.

4. Problem radon areas are identified.

Radon test results from Division, local health departments, and vendor data are tracked by database by geographic location to enhance identification of problem radon areas.

DIVISION OF RADIATION CONTROL (DRC) ANNUAL GOALS:

DIVISION GOALS:

- 1. Submit an amended application for Agreement State status for uranium mills and tailings to the Nuclear Regulatory Commission (NRC).**

Measures:

- (a). Revise the final application per comments of the NRC staff received May 2003.
- (b). Federal Register notice for alternate groundwater standard published late May or early June 2003.
- (c). Respond, as requested by the NRC, to any comments as a result of the FR notice to the alternate groundwater standard.
- (d). Public comment begins on final application in Federal Register on July 15, 2003.
- (e). Public comment on final application ends on August 18, 2003 and comments are resolved by September 2, 2003.
- (f). Begin staff recruitment during July 2003.
- (g). Identify space for two new staff members (scientist and engineer)
- (h). Schedule training for transition staff in Colorado (Cotter Mill) during summer 2003.
- (i). Continue training for transition staff as opportunities arise at regulated facilities during summer 2003.
- (j). Program implemented by October 1, 2003 (FY2004). If this date is missed because of comment response needed for either the alternate groundwater standard or the final application, the next implementation date with no fees penalty for Utah uranium licensees would be March 31, 2004.
- (k). Convert NRC licenses to state licenses, Rio Algom and International Uranium will have to receive groundwater permits/orders prior to program implementation
- (l). Solicit training from EPA or NRC regarding the environmental review process for new and existing uranium mill staff.
- (m). Prepare for transition from permanent "temporary" staff to permanent staff (length of time, necessary training, etc.)

- 2. Complete the siting application review for Cedar Mountain (CM) Environmental low-level radioactive waste facility.**

Measures:

- (a). Review responses to first set of interrogatories when submitted by CM by DRC contractor, URS Corporation.
- (b). Issue second set of interrogatories, if necessary, within 60 days of receiving response as outlined in 2(a).

- (c). Issue draft siting evaluation report with Executive Secretary recommendation for approval/disapproval following interrogatory resolution process.
- (d). Receive public comment on DSIER.
- (e). Respond to public comment and issue final Executive Secretary decision on siting application.
- (f). If necessary, provide support to the Radiation Control Board for any appeals of Executive Secretary decision as necessary.

3. Provide support to the Governor's task force to oppose a temporary spent fuel storage site.

Measures:

- (a). The Division Director will coordinate issues with the manager of the Office of Spent Fuel Storage Opposition
- (b). The Division Director will complete assignments as directed by the Task Force Chairman (Executive Director of DEQ)
- (c). The Division Director will make staff available for technical input into the issues.

4. Provide information to the Hazardous Waste Regulation and Tax Policy Legislative Task Force.

Measures:

- (a). Identify DEQ programmatic issues relating to task force study of waste policy.
- (b). Work with the Legislative Office of Research and General Counsel and Committee Chairs as requested.

5. Participate in establishing security measures for radioactive materials in conjunction with the NRC, Homeland Security, DEQ, etc.

Measures:

- (a). Continue to work on national policy with the NRC regarding appropriate security measures for certain types of radioactive materials by providing written comment as requested on draft policies and procedures, attending meetings as scheduled by the NRC, and following and providing input into State/NRC security workgroups.
- (b). Coordinate with State Homeland Security regarding radioactive materials security issues.
- (c). Work with representatives of DEQ to address policy questions relating to security issues relating to hazardous materials within the Department of Environmental Quality.

RADIOACTIVE MATERIALS LICENSING AND INSPECTION SECTION ANNUAL GOALS:

6. **Control the receipt, possession, use, and transfer of radioactive material to protect public health and the environment through a comprehensive licensing program. Action will involve the processing of applications for use of radioactive material under the terms and conditions of a specific license in accordance with Division policies and procedures. The purpose will be to ensure that an applicant's commitments are sufficient to provide for the safe use and control of radioactive material.**

Measures:

- (a). Applications receive a timely primary and secondary review before being approved.
- (b). Applicants make necessary commitments to ensure safe use/control of radioactive material.
- (c). Applicants make use of applicable health physics procedures.
- (d). Status information is available to the public through the DEQ website.

7. **Perform all inspections of specific licensees in accordance with the inspection program policies and procedures manual to assure that licensees are abiding by the rules and commitments necessary to assure control of sources of radiation.**

Measures:

- (a). A schedule of inspections by priority, geographic location, and previous inspector is prepared by December 19, 2003.
- (b). The time interval, established by the NRC, for completion of inspections is not exceeded.
- (c). A tracking system per fiscal year is maintained and monitored for reciprocity work notices.
- (d). Licensees working under reciprocity are inspected in accordance with NRC IMPEP Procedure SA-101 (as modified by STP-02-157 on 07/31/02) for calendar years 2003 and 2004.
- (e). Inspections are performed in accordance with DRC policies and procedures.

8. **General Licensees are registered and inspected in accordance with Division policies and procedures.**

Measures:

- (a). New and changed registration materials are sent to a licensee within 10 days of receipt of a manufacturer's quarterly distribution report or notice of change from a

licensee.

(b). Inspections of general licensees who have received a new Certificate of Registration are performed within 90 days after issuance of the certificate.

(c). A report is prepared by July 31, 2003 which lists the existing general licensees, who hold a Certificate of Registration, that are due for inspection during fiscal year 2004.

9. Respond to complaints or allegations concerning improper use or control of licensed material and investigate incidents involving radioactive materials.

Measures:

(a). Where an on-site visit is needed to evaluate the conditions, it is made within five days of notification of the problem.

(b). Submit an Abnormal Occurrence report to the NRC within three days of confirming that the problem meets the NRC's reporting criteria.

(c). Prepare investigation reports and/or enforcement documents in a timely manner.

10. Reciprocal Recognition Notices are issued to licensees sited in other jurisdictions

Measures:

(a). Reminder notices are mailed to current reciprocity licensees before December 19, 2003.

(b). Responses to applications are processed within five days of receipt of the application.

(c). A tracking system is maintained for the calendar year. This will be used to determine those licensees eligible for a radiation safety inspection.

LOW-LEVEL WASTE SECTION GOALS:

11. Evaluate and continue to provide an effective low-level radioactive waste regulatory program.

Measures:

(a). Increased oversight by staff regarding Envirocare's sampling and analysis of environmental data.

(b). Continue daily routine oversight and modular (annual) inspections.

12. Issue groundwater discharge permits to uranium mill facilities prior to Agreement State implementation

Measures:

- (a). Issue corrective action order to Rio Algom.
- (b). Determine adequate groundwater regulation tool for International Uranium Corporation and issue chosen regulation tool. .

13. Continue the Environmental Protection Agency sponsored State Indoor Radon Grant (SIRG)

Measures:

- (a). Develop and submit materials and budget for the partnership grant application by August, 2003.
- (b). Distribute radon detectors as necessary to perform studies as required by the SIRG.
- (c). Continue outreach efforts to educate customers regarding radon risks through local health departments. Allocate funds to the local health districts.

14. Conduct appropriate project based environmental monitoring.

Measures:

- (a). Sample air, soil, vegetation, groundwater or surface water as determined necessary.
- (b). Ensure appropriate analysis and reporting by Envirocare by review of submitted analytical reports..

15. Provide necessary field instrumentation to Division staff to utilize appropriately.

Measures:

- (a). Maintain, calibrate and inventory all radiation detection instrumentation.
- (b). Surplus excess instruments as appropriate.
- (c). Provide emergency response equipment to staff.

16. Conduct an emergency response program.

Measures:

- (a). Yearly, review and update the Division emergency response plan and call list.
- (b). Respond to radiation incidents.
- (c). Participate in emergency exercises as available.
- (d). Participate in DEQ emergency response planning as requested.

17. Participate in the federal government surface and/or groundwater remedial actions at SLC and Green River Title I UMTRCA sites.

Measures:

- (a). Provide hydrogeologic expertise to review and comment on any proposed remedial actions
- (b). Ensure the interests of the State of Utah are represented in the uranium mill regulatory area.

18. Continue to participate with the WGA in the Cooperative Agreement to provide funding for the emergency response training of responders.

Measures:

- a. Prepare work plans for approval by the DOE.
- b. Participate in WGA sponsored activities as required by the Cooperative Agreement.
- c. Train responders throughout the shipping corridor.
- d. Respond to requests for information and/or training from LEPCs and county governments.

19. Evaluate and make necessary changes to the generator site access program

Measures:

- a. Conduct rulemaking and implement changes regarding definitions and submittal of manifests.
- b. Host "Permittees" workshop to discuss joint regulatory issues.
- c. Continue with issuance of permits and transportation inspections.

X-RAY REGISTRATION AND INSPECTION SECTION ANNUAL GOALS

20. **Perform all inspections of registrants in an effective and efficient manner as well as in accordance with Division policies and procedures.**

Measures:

- (a). New x-ray registrants are inspected within 90 days post registration.
- (b). Registrants who are past due for a safety inspection by 90 or more days are completed by the end of the fiscal year (June 30, 2004).

CUSTOMER SERVICE

DEQ STRATEGIC GOAL

Both internally and externally operate as a customer-oriented agency by focusing on customer service, building trust and problem-solving through cooperative efforts.

- * Recognize that customers include the regulated community, stakeholders, co-workers and all interested parties.
- * Make timely decisions.
- * Improve coordination with internal and external customers.
- * Provide effective communication, timely and accurate information, and clear direction to customers.
- * Encourage public involvement and informed decision-making.
- * Involve customers in the rulemaking process.
- * Work with customers to solve problems.

Measures:

- 1. Decisions and services provided within mutually agreed-upon time frames which best meet customers' needs and provide appropriate environmental protection.
- 2. Customer service feedback.

3. Customer input and feedback during informal and formal stages of rulemaking.

DRC STRATEGIC GOAL

The Division of Radiation Control will maintain customer-oriented, professional working relationships with internal and external customers through focusing on their needs and providing opportunities for input into Division processes and by working with customers to solve problems.

Measures:

5. Decisions and services provided within agreed upon time frames that best meet customer's needs.

Agreed upon schedules with licensees (# of schedules developed/times DRC has met schedule) are reviewed on a quarterly basis.

DRC ANNUAL GOALS:

DIVISION GOALS:

21. **The Division of Radiation Control will compliment the Department's EIMI philosophy.**

Measures:

- (a). The Division will participate on the Department's EIMI management teams that will set standards.
- (b). The Division will continue development of the EUtah, Generator Site Access Permit Program.

RADIOACTIVE MATERIALS LICENSING AND INSPECTION SECTION ANNUAL GOALS:

22. **Improve communication with the regulated public and provide regulatory information to key customers.**

Measures:

- (a). Appropriate information from the NRC is distributed to licensees within 30 days of receipt.

- (b). A file of DRC Bulletins or Notices is maintained for public and DRC staff access.
- (c). Support is provided to allow for 24-hour access to applicable forms, rules, and information about the regulatory program.

X-RAY REGISTRATION AND INSPECTION SECTION ANNUAL GOALS

- 23. Prepare a summary of inspections performed by non-Radiation Control Program inspectors, for the Radiation Control Board.**

Measures:

- (a). The summary report lists, by non-Radiation Control Program inspector, the x-ray registration name, number, inspection date, and compliance status for each facility inspected.
- (b). The report of non-RCP inspector as well as statistics for DRC staff should be provided to the Board at the conclusion of the fiscal year (June 30, 2004).

- 24. Complete the registration process for FY 2004 and prepare and send the registration materials for FY 2005.**

Measures:

- (a). Bulk mailings of the FY 2004 registration applications are completed during the last week of June 2002.
- (b). Registration application forms and payments are processed with the bulk to be completed by August 31, 2003.
- (c). Individuals or persons who do not register their x-ray units are issued a Notice of Violation and tracked to resolution by October 31, 2003.
- (d). Preparation for the mailing of FY 2005 registration packets is completed by June 15, 2004.

- 25. Establish conditions and circumstances so that the Section is open for 24 hour access.**

Measures:

- (a). Updates to the DRC website for the X-Ray Section are made, as needed.
- (b). Information about a registrant's registration status is made available to the public through the DEQ website.

PARTNERSHIP WITH FEDERAL, STATE, LOCAL AND TRIBAL GOVERNMENTS

DEQ STRATEGIC GOAL

Improve the effectiveness and efficiency of statewide delivery of environmental services by strengthening relationships with all levels of government.

- * Work with federal, state, local (including local health departments), and tribal governments and provide information to plan for and manage the environmental impacts of growth.
- * The Environmental Services Delivery Plan (ESDP) delineates roles and responsibilities, joint goals and objectives, and establishes accountability between DEQ and local health departments and local governments.
- * Focus on teamwork and partnership in identifying and resolving problems.

Measures:

1. Key problems identified by government partners are addressed and solutions developed and implemented.
2. Effectiveness of the Environmental Service Delivery Plan in developing a state/local partnership, coordinating delivery of services, and obtaining adequate resources.
3. Effectiveness of the Performance Partnership Agreement in developing a state/federal partnership, coordinating delivery of services, and obtaining adequate resources.

DRC STRATEGIC GOAL

The Division of Radiation Control will maintain customer-oriented, professional working relationships with internal and external customers through focusing on their needs and providing opportunities for input into Division processes and by working by partnerships to solve problems.

Measures:

6. Feedback on partnerships

DRC ANNUAL GOALS:

DIVISION GOALS:

- 26. Continue participation in the Moab Millsite Stakeholders Group Partnership to determine future actions regarding the Moab Millsite tailings pile cleanup**

Measures:

- (a). Organize, co-sponsor, facilitate periodic meetings of Moab Millsite stakeholders to address the myriad of issues that must be addressed by the Department of Energy.
- (b). Help organize, co-sponsor, facilitate periodic meetings of the Moab Millsite groundwater subcommittee to address the groundwater cleanup issues at the Moab Millsite site and report findings to the entire group. Meetings will be held as often as required, but more periodic than the entire Stakeholder group.
- (c). Help organize, co-sponsor, facilitate periodic meetings of the Moab Millsite relocation subcommittee to address the off site removal issues at the Moab Millsite site and report findings to the entire group. Meetings will be held as often as required, but more periodic than the entire Stakeholder group.
- (d). Continue to facilitate process by providing information on the Division website under "Moab Millsite Stakeholder Group."
- (e). Participate in the draft Environmental Impact process (DEIS) for the Moab Millsite as a Cooperating Agency. DRC will coordinate State of Utah agencies in the review process.
- (f). DRC staff will attend quarterly meetings of the cooperating agencies, the first being June 5, 2003. DRC will complete items in the "Cooperating Agency" agreement and subsequent amendments as jointly agreed by DEQ/DRC and DOE.
- (g). DRC will review DEIS in October 2003 prior to release for public comment in early 2004.

X-RAY REGISTRATION AND INSPECTION SECTION ANNUAL GOALS

- 27. Provide assistance to others by way of a Partnership Agreement with the FDA, a mammography facility inspection contract with the FDA, and an inspection contract with the Department of Health.**

Measures:

- (a). Perform the required number of inspections of new x-ray unit installations, in accordance with the FDA's protocol, by December 17, 2003.
- (b). Perform 47 inspections of mammography facilities for the FDA before June 30, 2004. Inspections are to meet standards prescribed by the FDA.

- (c). As part of an FDA audit, mammography facility inspectors receive a satisfactory rating from the FDA. Each inspector must demonstrate proficiency in applicable aspects of the MQSA inspection process.
- (d). Develop and submit a performance contract, by August 31, 2003, for the inspection of specific health care agencies in accordance with protocols developed by the Department of Health, Bureau of Facility Review.
- (e). Perform the facility inspections as requested by personnel from the Bureau of Facility Review within their time schedule.

EMPLOYEES

The success of the employees determines the success of DEQ. We will maintain a climate and structure in which employees can function to their fullest potential and accomplish the strategic goals of DEQ.

- * Employees are committed to the success of DEQ and recognize their professional responsibility and accountability in meeting the needs of the organization.
- * Employee participation in achieving strategic and annual goals is essential.
- * Teamwork and problem solving are essential.
- * Employees are recognized for their quality work.
- * Provide opportunities for training and professional development.
- * DEQ actively promotes wellness survey.
- * Employees will perceive DEQ as a desirable place to work.
- * DEQ is effective in recruiting and retaining quality employees.

Measures:

1. Employees' feedback and wellness survey.
2. Individual performance standards reflect annual goals, and performance reviews are based on those performance standards.
3. Employees' statements and actions reflect strategic and annual goals and

DEQ policies and procedures.

4. Employee recognition programs are in place, utilized, and meet employee and management needs.
5. DEQ has a low turnover rate and is effective in the recruitment of quality new employees.

DRC STRATEGIC GOAL

The success of employees determines the success of the Division of Radiation Control. We will maintain a climate and structure in which employees can function to their fullest potential, anticipate that quality work will be recognized, opportunities for training and professional development will be provided, and the strategic goals of the Division of Radiation Control will be accomplished. Employee participation in strategic and annual goal setting is essential. Teamwork and problem solving are encouraged.

Measures:

7. Employee feedback.

On June 1st of every year, survey the employees of DRC to determine employee morale/satisfaction. The survey will produce a rating of 1 to 5 that can be compared from year to year.

8. Individual performance standards reflect annual goals, and performance reviews are based on those performance standards.

All employees of DRC have performance plans that reflect annual goals. Managers will conduct performance evaluations based on those plans.

9. Continued use of quality recognition program.

Percentage of staff receiving quality recognition awards on an annual basis categorized by manager and colleague awards

DRC ANNUAL GOALS:

DIVISION GOALS:

28. Establish effective lines of communication within the Division of Radiation Control.

Measures:

- (a). Have monthly DRC staff meetings and special Division-wide meetings as needed..
- (b). Send E mails on important issues to staff to help keep them informed.
- (c). Continue to promote the open door policy at all manager levels.

RADIOACTIVE MATERIALS LICENSING AND INSPECTION SECTION ANNUAL GOAL:

29. Establish conditions and circumstances so that the Section functions as a self-directed work team.

Measures:

- (a). Section members continue to monitor the improvements made within the Section.
- (b). Section members meet as needed to make improvements and the Section Manager is advised of the progress by February 1, 2004.

LOW-LEVEL WASTE SECTION GOALS::

30. Provide technical and administrative support to Division radioactive materials licensing program.

Measures:

- (a). Provide hydrogeologic and engineering staff technical support to the Division staff.

ADMINISTRATIVE SECTION GOALS

31. Financial management for Division programs will be provided.

Measures:

- (a). Identify revenue sources utilizing existing information and projections.
- (b). Determine Division staffing needs within funding capability and update budget requirements to include promotions and increases.

- (c). Prepare schedules for Capital Equipment, Contracts, Professional/ Technical Services, Travel (In/Out), Current Expenses, DP Current Expenses.
- (d). Update Fee Schedule prior to public comment in September/October 2003.
- (e). Prepare Building Blocks and Supplemental Requests per Department schedule for FY2004.
- (f). Finalize Budget for FY2004 per Department schedule.

32. Provide financial management for the Division to ensure maximum utilization of funding resources.

Measures:

- (a). Provide financial management for the Division to ensure maximum utilization of funding resources.
- (b). Prepare and invoice facilities for licensing/registration fees. Track applicable receivables in Finet Advanced Receivables System.
- (c). Track Division expenditures against annual work program including work program adjustments as needed. Reconcile Budget Op Reports.
- (d). Provide budget recommendations and forecast to Division Director.
- (e). Prepare fiscal Notes for Legislative Fiscal Analyst during Legislative Session.
- (f). Identify revenue sources utilizing existing information and projections.
- (g). Monitor cash management procedures.

33. Provide management of Division Performance Partnership Grant, Cooperative Agreements, and Contracts.

Measures:

- (a). Renew existing Division contracts to maintain continuity of services.
- (b). Monitor financial payments on contracts.
- (c). Initiate new contracts.
- (d). Monitor the EPA performance partnership and other grants.

34. Manage travel budget for Division.

Measures:

- (a). Determine travel needs from Division Director and Section Managers.
- (b). Coordinate travel ceiling with Department Budget Officer.
- (c). Monitor travel utilization and update budget as needed.
- (d). Prepare travel requests and reimbursements for in-state and out-of-state travels.
- (e). Update staff on travel procedures.

35. Evaluate and determine appropriate training for administrative staff.

Measures:

- (a). Determine training needs for administrative staff.
- (b). Submit training needs to Division Director.
- (c). Participate in "in house" training opportunities.

36. Maintain a successful Records Management Program for the Division.

Measures:

- (a). Maintain current Files Index and distribute to Division staff.
- (b). Update Administrative Files.
- (c). Identify documents which may be archived.
- (d). Complete archive forms.
- (e). Submit appropriate documents and forms to Archives.
- (f). Make appointments for records access.
- (g). Maintain the library in an organized manner, removing reference material no longer needed by Division.

37. Prepare documents for the Utah Radiation Rules.

Measures:

- (a). Prepare proposed new rule or proposed changes to rule in Board format for approval of the Radiation Control Board.
- (b). If approved, prepare filing form for DAS/Rules and file with that office, in accordance with rulemaking time frames. Send legal notice to newspaper for publication.
- (c). Following the 30-day comment period, and upon the Board's approval, file Notice of Effective Date with DAS/Rules.
- (d). Print rule in DAS format to reflect effective changes.
- (e). Provide paper or disk copies to licensees/registrants and public as required.

38. Provide data processing/communications tools to facilitate program goals.

Measures:

- (a). Provide quality assurance for database systems.
- (b). Prepare FY2003 Information Technology Plan for the Division.
- (c). Determine and provide for all data processing and communication changes and

additions.

ENHANCE POLICY MAKERS (LEGISLATURE, OTHER ELECTED OFFICIALS, AND BOARDS) UNDERSTANDING OF ENVIRONMENTAL ISSUES

DEQ STRATEGIC GOAL:

Facilitate policy makers as proactive participants in shaping environmental policy.

Measures:

1. Legislators, other elected officials, and Board members are appraised of important environmental policy issues.
2. Relationships with policy makers are developed and understanding of environmental issues enhanced.
3. Policy makers work with DEQ in development and implementation of environmental policy issues.
4. Policy makers' trust in DEQ is developed and enhanced.

DRC STRATEGIC GOAL

Inform, educate, and facilitate Boards as proactive participants in shaping radiation control policy in the State of Utah.

Measures:

10. Board member, legislative, and elected officials feedback.

Number of Board meetings on an annual basis and number of feedbacks from Board members on a quarterly basis. Number of feedbacks from legislators and local elected officials on a quarterly basis.

11. Policy issues are resolved.

Policy issues are resolved and the record of the meeting reflects decisions and information considered in reaching the decision.

DIVISION ANNUAL GOALS:

39. Continue to promote the effectiveness of the Utah Radiation Control Board.

Measures

- (a). Continue Board meeting on a monthly basis (with exceptions of February and July)
- (b). Keep the Board informed of key radiation policy/regulatory issues.
- (c). Forward appointments for July 1, 2004 to Nancy Brown by June 1, 2004 for replacement Board members.

40. Support Department efforts to facilitate key contacts on Division and Department issues with citizens and citizen groups and local, state, and federal officials.

Measures:

- (a). Continue outreach efforts through partnerships.
- (b). Support staff participation in key national organizations such as the Low-Level Waste Forum, Organization of Agreement States, Health Physics Society, and Conference of Radiation Control Program Directors.
- (c). Meet with citizens, citizen group representatives, registrants and licensees and their respective organizations and groups, Governor's staff, key legislators and legislative staff, local elected officials as requested.

ADMINISTRATIVE SECTION GOAL:

41. Provide administrative secretarial support to Radiation Control Board.

Measures:

- (a). Prepare packets for mailout to Board members, coordinating with Division Director.
- (b). Post agendas 24 hours prior to meeting.
- (c). Contact Board members regarding attendance.
- (d). Prepare additional handouts.
- (e). Set up room and record Board Meeting proceedings.
- (f). Prepare time sheets and travel reimbursement requests for Board members.
- (g). Other arrangements, as needed.
- (h). Transcribe and type minutes of Board Meeting.

X-RAY REGISTRATION AND INSPECTION SECTION ANNUAL GOALS

- 42. Provide information to legislative decision makers concerning funding options for the X-Ray program.**

Measures:

- (a). Prepare documentation for DEQ decision making regarding possible funding options for the X-Ray program.
- (b) Discuss possible alternate funding options with important decision makers, if determined necessary.

DEPARTMENT OF ENVIRONMENTAL QUALITY

DIVISION OF SOLID AND HAZARDOUS WASTE FY 2004 GOALS

ENVIRONMENT

DSHW STRATEGIC GOAL:

Protect human health and the environment by promoting pollution prevention and ensuring safe waste management through the proper handling, transportation, recycling, treatment, storage and disposal of solid and hazardous wastes, used oil, and waste tires.

Measures:

- P2→**
- a. Provide pollution prevention (P2) and waste minimization assistance. Evaluate the currently available hazardous waste generation data, including the state hazardous waste minimization profile compiled by EPA Region 8, to identify opportunities to improve utilization of this information for increased P2/waste minimization.
 2. Provide timely and effective compliance monitoring and assistance, enforcement actions, and permitting responses based upon a balance of priorities and available resources.
 3. Provide for innovative solutions to solid and hazardous waste stabilization and cleanup activities (non-Superfund sites).

DSHW ANNUAL GOALS:

- P2→ 1. WASTE MINIMIZATION**
Implement and support waste minimization and pollution prevention of hazardous waste generation.

Measures:

- a. Identify and evaluate supplemental environmental projects that are a part of a compliance action as well as the Small Quantity Generator (SQG) compliance assistance program to determine their contribution to waste minimization and pollution prevention. Supplemental environmental projects contributing to waste minimization/pollution prevention will be reported to EPA.

- b. Continue Division pollution prevention policy implementation. Provide pollution prevention information and technical assistance, via fact sheets, newsletters, and electronic media, to staff and businesses that generate hazardous waste. As necessary, help maintain and supply Department P2 library with resources regarding P2, waste minimization, source reduction and recycling.
- c. Continue working relationship between DSHW and EPA hazardous waste minimization program to assure that P2 resources are leveraged as appropriate to meet common goals. EPA and DSHW will look for opportunities to reflect how state actions support national goals. Review, comment on, and utilize state hazardous waste generation profiles prepared by EPA to increase waste minimization and P2 efforts and successes and to meet other specific state needs. Identify opportunities to link waste minimization efforts to reductions in listed PBT chemicals in RCRA waste streams within the state.
- d. Evaluate the amount of used oil collected for recycling, particularly used oil collected from Do-it-yourselfers (DIYers).

DSHW INDIVIDUAL SECTION ANNUAL GOALS:

- i. **Hazardous Waste Management Section Annual Goal:**
Maintain and an effective pollution prevention and outreach program for the Hazardous Waste Management Section.

Measures:

- a. Implement P2 and small business incentive and assistance programs.
- b. Continue to evaluate effectiveness of SQG compliance assistance program. Work with SQGs to provide updated information on waste minimization programs and opportunities.
- c. Provide speakers as requested to industry, special interest groups, schools, etc. throughout the year.

- ii. **Used Oil Section Annual Goals:**
Operate an effective DIYer used oil recycling program for Utah.

Measures:

- a. Semi-annual DIYer reimbursements are reviewed, entered into database and warrant requests are signed by section manager and submitted to budget officer for processing by August 1, 2003 and February 2, 2004.

- b. Percent of DIYer reimbursements that are received and processed for payment will be determined.

Maintain a sufficient number DIYer collection centers to make it convenient for the public to recycle their used oil.

Measures:

- a. Number of existing DIYer used oil collection centers per city and county will be evaluated.
- b. Number of new collection centers established during fiscal year will be documented.

Maintain effective Used Oil Block Grant Program.

Measures:

- a. Number of requests for grant packets received will be documented.
- b. Percent of grant requests approved will be evaluated.
- c. Percent of grant requests approved/disapproved within 60 days will be documented.
- d. Amount of funds awarded will be documented.
- e. Percent of grant payments made within 60 days will be documented.

Enhance the Division's pollution prevention/household hazardous waste outreach program.

Measures:

- a. New P2 fact sheets generated to assist different industries, as needed.
- b. In-house P2 library kept organized and up to date.
- c. Division staff kept abreast of contents of P2 library, how to use the P2 library, and P2 fact sheets.
- d. Specific tasks/ideas outlined in the pollution prevention policy will be incorporated in the every day workings of the Division.

iii. Solid Waste Section Annual Goal:

Continue administration of waste tire recycling program.

Provide review of bids for cleanup of waste tire piles at municipal landfills within 30 days (when funding available).

Measure:

Time between receipt of bid and adequacy determination is made.

CPM → 2.

PERMITS, CLOSURE, POST-CLOSURE

Maintain effective solid and hazardous waste permitting and closure/post closure programs. The state and EPA will work together to achieve this goal; where state and EPA priorities differ, appropriate discussions between both agencies will be conducted to reconcile such differences. EPA will provide technical assistance, training, and other support where appropriate. EPA and DSHW continue to jointly recognize past efforts that resulted in the issuance of required closure/post closure and operating permit approvals for hazardous waste management facilities creating a necessary focus of ongoing maintenance of these program accomplishments. Consequently, the following measures apply to FY2004 performance activities.

Measures:

- a. Maintain accurate information of the universe and status of hazardous waste facilities subject to closure requirements, post-closure permits, and operating permits. Provide the preceding information through automated data systems (RCRAInfo) for all required data elements by the 15th of the month following the activity.
- b. Provide appropriate closure/post-closure and permit response as dictated by case-by-case specifics, regulatory/statutory requirements, permit conditions, and program priorities. Appropriate responses may include, but are not limited to, closure plan approvals (RCRAInfo data element CL360), closure verifications (CL380), final post-closure permit determinations/issuances (PC200), and final operating permit determinations (OP200). Permit modifications (PC240) are as equally important as the preceding activities because they generally reflect upgrading or updating permit conditions resulting in operational improvements for permitted TSDFs in managing hazardous waste.
- c. Conduct periodic analysis of effectiveness of closure/post-closure and permitting activities utilizing program tracking information and conducting briefings with

staff for ongoing coordination. This will help to identify areas of progress and areas of concern. Updates to future strategies for accomplishing such activities will be made, as necessary, as part of the FY2005 planning process.

DSHW INDIVIDUAL SECTION ANNUAL GOALS:

i. Hazardous Waste Facilities Section Annual Goal:

Implement an effective permitting program for hazardous waste treatment and storage facilities regulated by the HWF section.

Measures:

- a. All facility permit modification requests are evaluated and addressed within required regulatory time frames.
- b. Identify facilities requiring a five-year permit review or a ten-year permit reissuance by September 30, 2003. Complete five-year reviews in a timely manner. Process permit applications for reissuance and issue Notices of Deficiency (NODs), if necessary, in a timely manner.
- c. Assist and oversight facilities in closure/post-closure activities as they become necessary. Complete reviews of closure plans and closure certifications in a timely manner. Issue closure verifications in a timely manner. Process post-closure permit applications within required regulatory time frames.
- d. Identify the application status of interim status facilities by September 30, 2003. Process applications submitted by interim status facilities and issue final determinations in a timely manner. Provide guidance to interim status facilities preparing permit applications.
- e. Provide facility specific permitting information to RCRAInfo.
- f. Conduct periodic analysis of the effectiveness of the permitting process.

ii. Commercial/Federal Facilities Section Annual Goal:

Maintain an effective permitting program for the commercial and federal hazardous waste management facilities (C/FF).

Measures:

- a. Meet all C/FF permit commitments as determined with the facilities.
- b. Complete all on going permit modifications as requested within regulatory time

frames.

iii. Chem Demil Section Annual Goal:

Ensure permits meet regulatory requirements, are enforceable, and provide for protection of human health and the environment.

Measures:

- a. Permit conditions are clear and the facility can operate in compliance with the conditions.
- b. Permit standards are uniform for each permitted activity, when applicable.
- c. Permit conditions are based upon regulatory requirements.
- d. Staff assignments made with appropriate workloads.
- e. FY 2004 goals are met.
- f. Provide comment, as appropriate, on permitting improvement mechanisms.

iv. Used Oil Section Annual Goals:

Process all complete permit applications in a timely manner.

Measure:

Average number of working days for permit review.

Maintain uniform permits and permit reviews that consistently enforce the used oil management standards.

Measures:

- a. Permit formats will be reviewed for consistency and errors and updated to reflect any new rule changes.
- b. Used oil rule booklet modified, as needed.

v. Solid Waste Section Annual Goals:

Process all permit applications in a timely manner.

Measures:

- a. Number of working days for permit review.
- b. Number of days for review of NOD responses.
- c. Number of NODs issued.

Maintain uniform permits and permit reviews that consistently enforce the solid waste rules through use of EPA Technical Assistance Manual and peer review.

Measures:

- a. Peer reviews conducted
- b. Modify standard permit as needed.

Review permit applications for Class II, Class III, Class IV, and Class VI facilities within 60 days of receipt of application.

Measure:

- a. Number of days from receipt of application to issuance of first NOD or draft permit.

Review permit applications for Class I and Class V facilities within 120 days of receipt of application.

Measure:

- a. Number of days from receipt of application to issuance of first NOD or draft permit.

CPM → 3.

CORRECTIVE ACTION

Maintain effective corrective action program, including stabilization of environmental releases and clean up of contaminated hazardous waste sites. DSHW and EPA will work together to achieve this goal; where DSHW and EPA priorities differ, appropriate discussions between both agencies will be conducted to reconcile such differences. EPA will provide technical assistance, training, and other support where appropriate.

Measures:

- a. Maintain and update, as necessary, facility specific corrective action information (universe identification and status) for hazardous waste facilities subject to

corrective action, including site assessment, stabilization (accounting for health and environmental risk control measures), and regular corrective action process activities through staff interaction, correspondence and/or automated data systems (RCRAInfo). For RCRAInfo, all required data elements will be entered by the 15th of the month following the activity.

- b. Provide appropriate corrective action response as dictated by case-by-case specifics, regulatory/statutory requirements, permit conditions, or program priorities. Emphasis is on high priority facilities. Appropriate measures may include initial assessment of all TSDs in the corrective action universe including assessment completed (CA050), determination of the need for an RFI (CA070), and CA universe ranking (CA075), RFI imposed (CA100), RFI approved (CA200), remedy selection (CA400), CMI construction completed (CA550), and corrective action process completed (CA999/RE).
- c. Provide appropriate stabilization response as dictated by case-by-case specifics, regulatory/statutory requirements, permit conditions, or program priorities. Emphasis is on high priority facilities. Appropriate measures may include stabilization measures evaluation (CA225), stabilization imposed (CA600), stabilization construction completed (CA650), and stabilization process complete (CA999/ST).
- d. Conduct periodic analysis of the effectiveness of corrective action activities and update, as necessary, future strategies for accomplishing such activities as part of the FY2005 planning process. This analysis may include the following environmental indicators: the number and percentage of handlers subject to corrective action with (1) human exposures under control (CA725), and with (2) migration of contaminated groundwater under control (CA750). DSHW will prepare, complete, and submit to EPA Region 8 appropriate documentation of accomplishments of the above indicators.
- e. In coordination with EPA Region 8, DSHW will continue to evaluate annually and amend, as necessary, the facility-by-facility multi-year plan (up to FY2005) of how and when the environmental indicators of paragraph d. will be achieved. Updated projections will be submitted by October 1, 2003.

DSHW INDIVIDUAL SECTION ANNUAL GOALS:

- i. **Hazardous Waste Management Section Annual Goal:**
Have an effective compliance oversight program for the Voluntary Corrective Action (VCA) program. Conduct oversight and review the VCA program to facilitate the remediation of contaminated sites.

Measures:

- a. Review and provide comments as required by the time frames contained in VCA agreements.
- b. Encourage the use of innovative solutions to site remediation.
- c. Continue to develop and update database to track VCAs and show status, coordination, etc. of VCAs

ii. Hazardous Waste Facilities Section Annual Goals:

Implement an effective corrective action program for hazardous waste treatment and storage facilities regulated by the HWF section.

Measures:

- a. Identify the status of hazardous waste treatment and storage facilities regulated by the HWF section that are subject to corrective action by September 30, 2003. Determine need for RFA/RFI.
- b. Review and comment on submitted RFI plans and reports within the time frames identified in the corrective action module of the permit or Consent Agreement (some interim status facilities are initiating corrective action prior to permit issuance through an agreement).
- c. Provide facility specific information to RCRAInfo.
- d. Conduct periodic analysis of the effectiveness of the corrective action process.

Implement an effective voluntary corrective action program for non-TSD entities that have entered into an agreement with the Division and that are being over sighted by the HWF section or for non-TSD entities that have applied to the Department's Voluntary Cleanup Program that are being over sighted by the HWF section.

Measures:

- a. Review and comment on submitted plans and reports within the time frames identified in the agreements.
- b. Encourage the use of innovative technologies in site remediations.
- c. Conduct periodic analysis of the effectiveness of the voluntary corrective action process.

iii. Commercial/Federal Facilities Section Annual Goal:

Maintain an effective corrective action program for the commercial and federal hazardous waste management facilities (C/FF).

Measure:

- a. Continue work on TEAD corrective action by completing: the CMS for the solid waste management units (SWMUs) with known releases; the CMI for SWMUs A, B and C; and the RFIs for SWMU 58.
- b. Work on the AED Treatability study at TEAD.

4. COMPLIANCE AND ENFORCEMENT

Evaluate compliance status of solid waste, hazardous waste, and used oil handlers and facilities and foster an ongoing commitment to compliance and environmental protection through on-site inspections and other compliance assistance activities.

Measures:

- a. Update inspection universe and develop inspection schedule for FY2004, by September 30, 2003. The selected universe and schedule will incorporate, as appropriate, state, regional, and national priorities.
- b. Complete targeted inspections by September 30, 2004.
- c. Continue implementation of the small quantity generator compliance assistance program in FY2004. Participate in joint state and federal industry sectors initiatives.
- d. Provide facility specific compliance and enforcement information through the proper and timely entering of program data into automated data systems (RCRAInfo, EIMI).
- e. Conduct periodic analysis of effectiveness of evaluation activities. This will consist of staff and/or facility contact and data systems reports to note areas of progress and areas of concern.
- 6. Continue coordination of EPA Region 8's implementation of the CERCLA Offsite Rule (OSR). A regional implementation policy has been established and will serve as the basis for the Region's implementation of the OSR.

DSHW INDIVIDUAL SECTION ANNUAL GOALS:

i. Hazardous Waste Management Section Annual Goal:

Have an effective Compliance/Enforcement oversight program for generators.

Measures

- a. Develop a work plan by September 30, 2003, which identifies the generator universe to be inspected for in FY03. Universe will include Large Quantity Generators (LQGs) and SQGs.
- b. Conduct on-site evaluations of SQGs as per the Division's SQG compliance assistance program.
- c. Conduct all inspections within appropriate time frames.

ii. Hazardous Waste Facilities Section Annual Goal:

Implement an effective compliance oversight program for hazardous waste treatment and storage facilities regulated by the HWF section.

Measures:

- a. Identify facilities to be inspected and develop inspection schedule for FY2004 by September 30, 2003.
- b. Complete all inspections identified in the HWF inspection schedule by September 30, 2004.
- c. Provide facility specific compliance information to RCRAInfo.
- d. Conduct periodic analysis of the effectiveness of inspection process.

iii. Commercial/Federal Facilities Section Annual Goals:

Maintain an effective compliance oversight program for the assigned commercial and federal hazardous waste management facilities (C/FF).

Measures:

- a. Meet all C/FF commitments identified in the C/FF inspection schedule.
- b. Finalize FY2004 C/FF inspection schedule by September 28, 2003.

- c. Supply a copy of the FY2004 inspection schedule to Section staff by October 4, 2003.
- d. Conduct all inspections as identified in the schedule by September 30, 2004.

Meet the legislative intent for enforcement and oversight of C/FF.

Measures:

- a. Conduct on-site compliance evaluations (inspections) of operating commercial land disposal and incineration facilities on average of twice a month. Conduct inspections of the federal facilities and other commercial facilities on an as needed basis.
- b. Complete inspection reports/enforcement actions in accordance with Division/Section inspection/enforcement strategy and policy.

iv. Chem Demil Section Annual Goal:

Improve Chem Demil oversight processes to be comprehensive and more efficient.

Measures:

- a. Conduct inspections in accordance with EPA partnership agreement and meet compliance/enforcement timeframes.
- b. FY 2004 inspection goals are met.
- c. Available resources identified.
- d. Compliance information resources (reports, checklists, etc.) understood by all section inspectors.
- e. Inspection strategy for each Chem Demil activity followed.
- f. Staff assignments made with appropriate workloads.

v. Used Oil Section Annual Goals:

Operate an effective compliance oversight program for all used oil facilities and collection centers regulated by the Used Oil Management Standards.

Measures:

- a. Provide guidance to facility owners/operators and collection centers through periodic inspections, timely inspection reports and defining compliance issues. Permitted and registered facilities are inspected at least annually. Perform audits of at least two used oil facilities per year.
- b. Annual inspections are thorough and inspectors provide assistance.
- c. Update inspection universe and develop inspection schedule for FY2004, by September 30, 2003.
- d. Complete targeted inspections by September 30, 2004.
- e. Number of audits performed of used oil facilities.

Maintain documentation of inspection and compliance history of each facility.

Measures:

- a. Inspection reports will be filed and files kept up-to-date.
- b. Inspection information will be entered into used oil database.
- c. Facility specific compliance and enforcement information will be provided through the proper and timely entering of EPA and used oil program data into the used oil database and RCRAInfo.

vi. Solid Waste Section Annual Goals:

Pursue statewide compliance with solid waste rules.

Provide guidance to facility owners or operators through periodic inspections, timely inspection reports and defining compliance issues. Municipal facilities inspected a minimum of once each year and increased frequency based on waste volume and type, commercial facilities inspected quarterly.

Measures:

- a. Percent of inspection in which local health department was notified in advance with an invitation to participate.
- b. Percent of facilities inspected once each year.
- c. Percent of facilities inspected more than once per year.

- d. Percent of facilities inspected quarterly.
- e. Percent of inspection reports completed and mailed within 10 days of the inspection.

Maintain enforcement of waste tire storage and waste tire disposal rules.

Measures:

- a. Inspections conducted.
- b. Local health departments contacted.
- c. Local health departments participating in inspections

Compile and spot check waste tire transporter monthly flow reports.

Measures:

- a. Total reports within 15 days of receipt.
- b. Number of reports spot checked.

5. TRAINING / TECHNICAL ASSISTANCE

Continuously improve DSHW technical expertise in the RCRA program.

Measures:

- a. Provide specific technical training to new staff and provide refresher training, as needed, for staff in FY2004.
- b. Work with EPA to plan and provide training offered by EPA including corrective action, permitting, risk assessment, pollution prevention, and other related program functions.
- c. With EPA, jointly identify areas where technical assistance needs could be provided by EPA regional staff, EPA research labs, and contractors. DSHW and EPA staff will provide technical direction to the contractors.

P2→

CPM → 6. INFORMATION MANAGEMENT

Report key program accomplishments as noted in the above annual goal sections via automated data systems or direct correspondence, to accurately reflect the status of the RCRA handler universe. The DSHW will continue to maintain timely, accurate and complete data, including compliance and enforcement data, and federally required data fields in RCRAInfo. EPA will work with the state to clarify or resolve universe issues and provide training and technical assistance when requested. Program areas will include permitting, compliance/enforcement, closure/post-closure, corrective action, and waste minimization. DSHW and EPA will utilize RCRAInfo and other state data systems for assessing accomplishments in these program areas. Data will be entered into RCRAInfo for all required data elements by the 15th of the month following the activity.

Significant violators, significant noncompliers, and high priority violators will be identified and reported to EPA, utilizing appropriate RCRAInfo codes, as agreed upon by DSHW and EPA, and in a manner consistent with national policy and guidance.

Conduct any necessary data cleanup of the hazardous waste biennial report information for 2003.

DSHW INDIVIDUAL SECTION ANNUAL GOALS:

i. Hazardous Waste Management Section Annual Goal:

Have an effective data management program for Hazardous Waste Management Section that will meet the Division Goal.

Measures:

- a. Maintain current compliance tracking system and supply information for RCRInfo.
- b. Provide the required RCRInfo information by the 10th of each month.
- c. Update, review, and evaluate the sections compliance and inspection tracking database.
- d. Review and update the RCRInfo Corrective Action universe.

ii. Commercial/Federal Facilities Section Annual Goal:

Maintain the RCRAINFO data management program for the C/FF section.

Measure:

Provide the required RCRAINFO information to the appropriate staff for input into RCRAINFO by the 10th of each month.

- iii. **Chem Demil Section Annual Goal:**
Maintain Chem Demil program activities in automated data systems.

Measures:

- a. RCRAInfo data are complete and accurate.
- b. Section database is populated with relevant data.
- c. Permitting, corrective action, and compliance data are useful and accessible.

- iv. **Used Oil Section Annual Goal:**
Complete biennial reporting activity for 2003 and submit to EPA by established time frames.

Measures:

- a. A draft of Utah's biennial reporting information passing basic edits will be sent to EPA for review by October 31, 2004. EPA will review submittal and notify DSHW of any noted deficiencies before January 1, 2005.
- b. By February 15, 2005, complete review of final 2001 biennial report data to ensure accuracy before EPA publishes the final national report on April 1, 2005.

EJ→ **7. ENVIRONMENTAL JUSTICE**

The State recognizes that incorporation of environmental justice into the RCRA regulatory program is a priority for EPA Region 8. Upon request, EPA will provide the State access to Geographic Information System (GIS) environmental justice tools; provide information to the State on environmental justice grants; and share information about any available environmental justice resources. The State commits to utilize EPA staff and GIS resources as appropriate in the implementation of the State hazardous waste program.

Measures:

1. EPA and DSHW will work jointly to develop measures for evaluation.
2. Incorporate, as appropriate, environmental justice concerns in administration of the program.

DSHW STRATEGIC GOAL:

Balance economic factors with compliance and permitting actions.

Measure:

Evaluate stakeholders' economic viability when determining compliance and permitting actions.

DSHW ANNUAL GOAL:

Consider economic factors in determining penalties for violations.

Measures:

- a. Use EPA economic computer models to assist in evaluation.
- b. Use maximum flexibility when negotiating consent agreements to include consideration of financial viability of regulated party.

DSHW INDIVIDUAL SECTION ANNUAL GOALS:

i. Commercial/Federal Facilities Section Annual Goal:

Balance section permitting and compliance actions between economic development and environmental quality.

Measure:

- a. Ensure that all permitting and compliance actions are protective of human health and the environment, that are enforceable, and that are innovative and economically feasible.

DSHW STRATEGIC GOAL:

Provide leadership in Utah, the western region, and nationally to influence national policies on waste management activities.

Measures:

- a. Division staff attend and actively participate in WGA, NGA, ASTSWMO, and EPA committees, including task forces, etc., to provide maximum input in development of policies.

- b. Staff will submit comments which reflect Utah policies on proposed federal solid and hazardous waste programs.

DSHW ANNUAL GOAL:

Ensure staff availability to attend regional and national policy meetings and to participate on appropriate committees.

Measures:

- a. Determine success of legislative, budget, and policy initiatives identified as priorities.
- b. Appropriate input is given directly by state and through organizations to decision makers on priority issues.

DSHW INDIVIDUAL SECTION ANNUAL GOALS:

i. Commercial/Federal Facilities Section Annual Goal:

Provide leadership by participating in national organizations and task forces, provide comments on important legislation and rule changes.

Measures:

- a. Maintain association with ASTSWMO Compliance/ Enforcement Task Force, attend meetings as appropriate.
- b. As appropriate, comment on rules that could impact the C/FF section.
- c. Maintain association with EPA technical support, attend meetings as appropriate.

CUSTOMER SERVICE

DSHW STRATEGIC GOAL:

The Division will operate and function as an internal and external customer-oriented agency by focusing on customer service, building trust, and problem-solving through cooperative efforts in all Division activities and partnerships.

Measures:

- a. Customer feedback is solicited and evaluated.
- 2. Decisions and services provided within mutually agreed-upon time frames which best meet customers' needs and provides appropriate environmental protection.

DSHW ANNUAL GOALS:

Permitting and compliance processes will involve continuous customer input to provide workable and fair permits and compliance actions.

Measures:

- a. Permitting process will include regular contacts with applicant, local governments, other agencies, counties, and the impacted general public.
- b. The public will be involved as required by statute, regulation, or state public participation policies so that access to public records during public comment periods will allow appropriate time for public participation.
- c. Compliance and enforcement process will include regular meetings with affected parties prior to final determinations.
- d. Surveys will be provided to external customers involved in the permitting and/or inspection process(es) seeking specific feedback on process successes as well as process improvements. Surveys are voluntarily completed and returned to the Division for review, compilation, and follow up.
- e. Internal processes will be assessed to identify areas for improvement.
- f. Fact sheets regarding permit modifications and permit issuance will be available on the Internet and will be developed to be understandable by the public.
- g. An electronic public viewing area will be developed so the public can view documents on a computer at times convenient to them and not just during business hours.

DSHW INDIVIDUAL SECTION ANNUAL GOALS:

- i. **Hazardous Waste Facilities Section Annual Goals:**
Maintain customer service throughout the compliance and permitting process.

Measures:

- a. Compliance and enforcement process will include regular meetings with affected parties prior to final determinations.
- b. Permitting process will include regular contacts with the applicant, local counties and governments, other regulatory agencies, and the general public.
- c. Send out customer survey forms after inspections and permitting activities asking for specific input on our permitting and compliance processes.
- d. Evaluate customer survey forms on an annual basis.

Internal and external customers are able to obtain information and are knowledgeable about the mission and responsibilities of the HWF section.

Measures:

- a. All informational phone calls and written information requests are answered in a timely manner.
- b. Update the information on the HWF section in the Division home page as needed.
- c. Provide routine updates on permitting and compliance activities to the Utah Solid and Hazardous Waste Control Board.
- d. Update RCRAInfo as events occur.

ii. Commercial/Federal Facilities Section Annual Goal:

Perform all section work with an internal and external customer-oriented approach.

Measures:

- a. Establish an excellent working relationship between the section, EPA, facilities, and other parties interested or concerned with C/FF.
- b. Provide information on facilities to interested parties as requested.
- c. Continue to improving our working relationships with all customers.

iii. Chem Demil Section Annual Goals:

Improve risk communication to the public.

Measures:

- a. Staff willingly help the public understand applicable regulations.
- b. Staff willingly help the public understand environmental studies and data.
- c. Staff are open and honest in Division required public information meetings.
- d. Staff accept invitations to discuss hazardous waste issues in public settings, to professional groups, in schools, or wherever requested.

Develop Chem Demil Internet Homepage. Information for stakeholders is available 24/7.

Measures:

- a. Improvement of homepage outlining responsibilities of the Section.
- b. Maintain and improve the Web pages to summarize waste management activities at Chem Demil facilities.
- c. Maintain and improve the Web pages to educate the public concerning the safety of waste management activities at Chem Demil facilities.
- d. Key reports, studies, permits, and interesting Chem Demil program data are accessible through the Internet.
- e. Public viewing area for permit modifications available on the Internet.

iv. Used Oil Section Annual Goals:

Keep customer informed of process on permit, grant request, registration, compliance and rulemaking activity.

Measures:

- a. Compliance and enforcement process will include regular meetings with affected parties prior to final determination.
- b. Permitting process will include regular contacts with the applicant, and local health department, and, if applicable, local government and the public.
- c. All new permit applications will include a 15-day comment period for the general public to review and respond.

- d. Customer survey forms will be sent out after annual inspections and permit issuance asking for input on permitting and compliance process.
- e. Customer survey forms will be evaluated annually.
- f. All proposed rulemaking will include a 30-day public comment period.

Respond to complaints and information requests in a timely manner.

Measures:

- a. Complaints received by used oil program staff will be referred to local health departments as soon as practicable for follow up.
- b. Verification that complaints have been followed up by local health departments will be performed.
- c. Verification that appropriate clean up actions are taken where needed will be performed.

Provide complete answers to informational requests from customers in a timely manner.

Measure:

All telephone calls requesting information and submitted written requests will be answered in a timely manner.

Keep customers informed of section activities. Maintain information for customers on the Internet and in writing.

Measures:

- a. Web page information, including lists of DIYer collection centers and permitted used oil facilities, will be kept current.
- b. Public notices of 15-day comment period for permits and 30-day comment period for proposed rulemaking will be posted on the web page and in appropriate publications.
- c. Used Oil Drip newsletter will be sent once a year (if possible, twice a year) to all local health departments, steering committee members, local government, collection centers, appropriate legislators, special interest groups and, as requested, by individuals from the public.

v. Solid Waste Section Annual Goals:

Develop and maintain communication throughout the permitting process with applicant, local governments, counties, local health departments, public and district engineers.

Inform each permit applicant, within five days of receipt of a permit application, of the permit review process and the cost involved.

Measure:

Percent of letters sent within five working days of receipt of application.

Respond to solid waste complaints and information requests in a timely way and follow up where needed.

Measure:

Number of days required to respond.

PARTNERSHIP WITH FEDERAL, STATE, LOCAL AND TRIBAL GOVERNMENTS

DSHW STRATEGIC GOAL:

Improve the effectiveness and efficiency of statewide delivery of environmental services by strengthening relationships with all levels of government.

- * Work with federal, state, local (including local health departments), and Tribal governments and provide information to plan for and manage the environmental impacts of growth.
- * The Environmental Services Delivery Plan (ESDP) delineates roles and responsibilities, joint goals and objectives, and establishes accountability between DSHW and local health departments and local governments.
- * Focus on teamwork and partnership in identifying and resolving problems.
- * Feedback on success of partnerships is received and evaluated.

Measures:

- a. Key problems identified by government partners are addressed and solutions developed and implemented.
- b. Effectiveness of the Environmental Service Delivery Plan in developing a state/local partnership, coordinating delivery of services, and obtaining adequate resources.
- c. Effectiveness of the Performance Partnership Agreement in developing a state/federal partnership, coordinating delivery of services, and obtaining adequate resources.

DSHW ANNUAL GOAL:

The DSHW and EPA will strive to enhance the State/EPA partnership and to ensure the management of a quality hazardous waste program.

Measures:

- a. Program guidance/agreements: DSHW and EPA will jointly develop and maintain the MOA, the enforcement agreement, quality assurance plan for environmental data collection, and other operating guidance. In FY2004, DSHW and EPA may review and revise, if necessary, the MOA.
- b. Strategic planning: the DSHW and EPA will jointly plan and prioritize program goals, objectives and activities which address joint priorities. DSHW and EPA will work together on PPA development, beginning of year plan (BYP) projections, inspection strategies, planning meetings, program reviews, and national assessments of major program elements.
 - i. DSHW will include in its ongoing program implementation activities, unpermitted waste handling and management operations that may present significant environmental concerns. DSHW will evaluate, where appropriate, the use of Supplemental Environmental Projects (SEPs) that reduce emissions or discharges associated with persistent bioaccumulative and toxic wastes and other priority chemicals being released. DSHW will also consider issuance of orders to address upsets and episodic releases or emissions in accordance with current state laws.
 - ii. DSHW will work with the Region to contribute to the development of a national enforcement and compliance assurance strategy for the Metal Services sector.

- iii. Region 8 will draft a preliminary report summarizing previous years' sector efforts and identifying next steps for the selected industry sectors.
- c. Coordination of joint activities: DSHW and EPA will maintain a high level of coordination and cooperation between state and EPA staff to assure successful and effective administration of the program. Coordination includes evaluation of desirable technical support and targets for joint efforts/work sharing.
- d. Program communication: maintain frequent/open communication on routine matters, changes in program capability, legislation, and resource levels, emergency situations, and other key activities as described in the MOA. EPA and DSHW will hold regular meetings or conduct conference calls, at least quarterly, to share information, identify and solve problems, and engage in short-term planning efforts.
- e. Training and technical assistance: the DSHW and EPA will jointly identify state training and technical assistance needs. EPA will make training and technical assistance available to the state and will work towards improving the capability to provide high quality assistance.

DSHW INDIVIDUAL SECTION ANNUAL GOALS

i. Hazardous Waste Facilities Section Annual Goal:

Strive to enhance the State/EPA partnership.

Measures:

- a. Adhere to the guidelines of the MOA and enforcement agreement.
- b. Maintain a high level of coordination and communication with EPA counterparts on administering all aspects of the program.
- c. Ensure EPA is made aware of training and technical assistance needs.

ii. Commercial/Federal Facilities Section Annual Goal:

Meet all Department and Division's annual and strategic goals. Work on improving the Section's relationship with EPA Region 8.

Measures:

- a. Obtain and provide, in a timely manner a copy of the Department and Division goals to all staff and encourage an open dialog about what the goals mean.

- b. Complete all Department and Division goals that apply to the C/FF section.
- c. Work on understanding the needs and concerns of EPA and the local government.
- d. Provide information as requested to educational facilities, civic groups and other Utah citizen organizations.

iii. Chem Demil Section Annual Goals:

Establish good relationship between section personnel and parties interested or concerned with program activities and related regulations.

Measures:

- a. Provide leadership to the State and nation by becoming experts in fields of incineration, quality assurance / quality control, risk assessment, and chemical agent demilitarization and remediation.
- b. Improved working relationship with EPA staff.
- c. Improved coordination with local health departments.
- d. Up-to-date information on facilities provided to Board members.

Enhance working relationship with regulated facilities.

Measures:

- a. Improved communications to obtain better submittal of data.
- b. Continued self-reporting of unusual or non-compliant situations at the facilities.
- c. Shorter turnaround time for submitted plans and modifications.

iv. Used Oil Section Annual Goals:

Partnership with local health departments to promote the proper recycling of used oil and protect the environment. Work with local health departments to develop effective used oil work plans as part of the Environmental Services Delivery Plan.

Measures:

- a. Negotiate individual used oil work plans by May 31, 2004.
- b. Final used oil work plans are agreed upon by July 1, 2004.

v. Solid Waste Section Annual Goal:

Work with EPA to coordinate national programs and incentives to meet the requirements for environmental protection in Utah.

Continue to work with EPA on Landfill Methane Outreach Program

Measures:

- a. Meetings with landfills on landfill gas projects
- b. Contacts with EPA Landfill Methane Outreach Program

STATE-BASED REGULATION OF ENVIRONMENTAL PROGRAMS

DSHW STRATEGIC GOAL:

Develop statutory and regulatory authorities to qualify for continued program authorization.

Measure:

Updated program authorization is granted by the federal government.

DSHW ANNUAL GOALS:

- 1. Adopt new hazardous waste, solid waste, and used oil rules promulgated by EPA to maintain regulatory equivalency and program authorization.

Measures:

- a. Identify new federal hazardous waste rules promulgated during cluster period ending June 30, 2003 and which require adoption by the Solid and Hazardous Waste Control Board.
 - b. Rulemaking process will be completed by August 2004.
- 2. Submit updated authorization applications to EPA to maintain hazardous waste program authorization.

Measures:

- a. Submit final authorization application for Addendum 12 by March 31, 2004.
- b. Draft authorization application for Addendum 13 will be submitted to EPA for review and comment by June 30, 2004.
- c. Receive comments on draft Addendum 12 application from EPA by September 30, 2004.

DSHW INDIVIDUAL SECTION ANNUAL GOALS:

i. Hazardous Waste Facilities Section Annual Goal:

Provide assistance in the adoption of new hazardous waste rules promulgated by EPA to maintain regulatory equivalency and program authorization.

Measure:

Maintain knowledge of new hazardous waste rules that are critical to program implementation.

ii. Chem Demil Section Annual Goal:

Improve regulatory process through involvement in rulemaking.

Measures:

- a. Provide comment on proposed rules.
- b. Develop new rules when needed to achieve protection of human health and the environment.

iii. Used Oil Section Annual Goal:

Work with EPA to ensure continued state primacy for used oil program. Adopt appropriate used oil regulations promulgated by EPA to maintain regulatory equivalency and program authorization.

Measures:

- a. By March 30, 2004, used oil regulations are identified that require adoption by the Solid and Hazardous Waste Control Board.
- b. Rulemaking process will be completed by August 2004.

iv. Solid Waste Section Annual Goals:

Maintain and update, as necessary, solid waste program approval from EPA. Review changes to federal solid waste program and assess impact on Utah and need to modify Utah program.

Measure:

Days to evaluate rule.

Propose rule changes to the Solid and Hazardous Waste Control Board as needed to implement federal rules and maintain state flexibility.

Measures:

- a. Make recommendation on Utah rule changes, if any.
- b. Identify legislative issues affecting the solid waste program to be addressed in the 2004 legislative session.

Measure:

Legislative needs identified and relayed to the Department for inclusion in Department legislative package.

COORDINATION WITH LOCAL HEALTH DEPARTMENTS AND LOCAL GOVERNMENTS

DSHW STRATEGIC GOAL:

Improve the efficiency of statewide delivery of waste management services by strengthening relationships with local health departments and EPA.

Measures:

- a. Key waste management problems identified and implemented by partnership of local health departments, local government, DSHW, and EPA.
- b. Adequate resources combined to fully implement Environmental Service Delivery Plan.

DSHW ANNUAL GOALS:

1. Strong positive relationship established among DSHW, local health departments, and EPA.

Measures:

- a. Each local health department notified of any Division activities occurring in their areas of jurisdiction.
 - b. Division Director and/or other appropriate staff meet with each local health department at least annually.
 - c. Coordinate partnership efforts among the Division, local health departments, and EPA.
2. Local governments will be informed concerning solid waste, used oil programs, etc., in order to be able to comply with appropriate regulations and plan for future needs.

Measures:

- a. DSHW will participate, when invited, with local government organizations, at regular seminars and training meetings, as well as respond to individual requests for information.
- b. Input will be directly solicited from local governments regarding proposed rules which could impact their areas of jurisdiction.

DSHW INDIVIDUAL SECTION ANNUAL GOALS:

- i. **Hazardous Waste Management Section Annual Goal:**
Work with Local Health Departments (LHD), State Agencies and EPA to assist and provide expertise in hazardous waste management programs.

Measures:

- a. Section staff will participate, when invited, with local government organizations, at seminars and training meetings, as well as respond to individual requests for information.
 - b. Invite participation of local health department staff to help with and assist in hazardous waste generator inspections and compliance assistance.
- ii. **Hazardous Waste Facilities Section Annual Goals:**
Develop and maintain strong positive partnerships with local health departments.

Measures:

- a. Provide local health departments with the opportunity to participate when conducting inspections at the hazardous waste treatment and storage facilities in their areas of jurisdiction.
- b. Ensure directors of local health departments are copied on correspondence related to hazardous waste treatment and storage facilities located in their area of jurisdiction.

Keep local governments informed about the hazardous waste program.

Measures:

- a. Participate in training meetings and regular seminars with local governments.
- b. Solicit input from local governments regarding proposed rules.

iii. Commercial/Federal Facilities Section Annual Goal:

Improve the efficiency of the Section's compliance and permitting services by strengthening relationships with the local health departments.

Measure:

Provide the opportunity for local health departments to participate in our regularly conducted inspections by contacting them at least once per year and informing them of how we conduct inspections and providing them an opportunity to attend any inspection that they desire.

iv. Used Oil Section Annual Goals:

Provide local health department with the training necessary for them to fulfill the requirements of their individual used oil work plans in the Environmental Services Delivery Plan.

Assist in providing technical and non-technical training to local health departments, industry, local governments, or other groups.

Measures:

- a. Provide local health departments with the opportunity to participate when conducting inspections at used oil facilities and collection centers.

- b. Ensure directors of local health departments are copied on correspondence pertaining to used oil facilities and activities in their areas.
- c. Visit with local health departments and/or perform joint inspections at least two times per fiscal year.

Provide information and assistance to the public, local governments, health departments and others to improve understanding of the used oil program, and specifically the DIYer program.

Assist counties, local officials, legislators and the public in understanding the DIYer program.

Measures:

- a. Maintain a list of number of used oil presentations given.
- b. Maintain a list of number of used oil steering committees held.
- c. Maintain a list of public education/outreach "tools" that were implemented during the fiscal year.

Written information provided to local health departments and local officials.

Measures:

- a. Updates of DIYer used oil collection center lists, Used Oil Drip newsletter, copies of all correspondence with used oil facilities located in LHD areas, regulatory updates, etc. are provided to local health departments and local officials when requested. Current information is also available directly from the used oil section Web page.
- b. Semiannual reports provided to local health departments documenting progress on tasks outlined and agreed to in work plans. Assistance is provided when requested.

v. Solid Waste Section Annual Goals:

Provide local Health Departments with the training necessary for them to fulfill the requirements of the work plan.

Assist in providing technical and training to operators and local health departments, through waste industry associations, industry, local governments, or other groups.

Measures:

- a. Number of training sessions held.
- b. Number of joint inspections conducted with local health departments.
- c. Visits made to local health departments and other local governments.

Provide information and assistance to the public, local governments and health departments to improve the waste tire recycling program. Assist counties, recyclers, and local health departments in understanding the opportunities and requirements provided in the Waste Tire Recycling Act.

Measure:

Number of meetings with counties and local health departments or the Waste Tire Technical Committee.

Send quarterly updates of recycling activities and tire transporter list to local health departments

Measure:

Yearly update information sent to all local health departments and other interested parties by end on the month following the end of the fiscal year

EMPLOYEES

DSHW STRATEGIC GOAL:

Maintain a climate in which employees can function to their fullest potential, be recognized for their quality work, and accomplish the goals of DSHW.

Measures:

- a. Employees' assessment of job satisfaction will be solicited.
- b. Individual performance standards will reflect strategic and annual goals.

DSHW ANNUAL GOALS:

1. Employees are committed to the success of DSHW and recognize their professional responsibility and accountability in meeting the needs of the organization.

Measures:

- a. Employees' statements and actions reflect strategic and annual goals and DEQ/DSHW policies and procedures, including the DEQ operating principles.
 1. Annual performance reviews are based on performance standards.
2. Provide appropriate training to employees to increase and foster professional development.

Measures:

- a. Name and number of employees attending training will be maintained.
- b. Skills and abilities of staff will increase as demonstrated by work individual products.
3. Problems will be solved through cooperative effort of division staff.

Measures:

- a. Appropriate Quality Action Teams and other problem-solving teams will be used.
- b. Input from staff will be solicited on issues affecting entire Division.

DSHW INDIVIDUAL SECTION ANNUAL GOALS:

- i. **Hazardous Waste Management Section Annual Goal:**
Have staff that is adequately trained and empowered to do their job effectively and are given appropriate recognition.

Measures:

- a. Meet the Division goals for employee training and recognition.
- b. Provide training in section meetings and identify specific training needs and opportunities.
- c. Encourage and reward staff for innovative ideas, solutions, and proactive approaches to meet goals and objectives, including customer/stakeholder needs.

ii. Hazardous Waste Facilities Section Annual Goal:

A highly trained professional staff.

Measures:

- a. Identify staff training needs as they develop and find, recognizing budget constraints, a way to address them.
- b. Increased skills and abilities of staff.

iii. Commercial/Federal Facilities Section Annual Goals:

Adequately train staff to do their job effectively.

Measures:

- a. Identify mandatory, critical, and useful training needs throughout the year as they become available.
- c. Provide mandatory, critical, and useful training as budget allows.

Provide the opportunity for staff members to participate in flexible work schedules, telecommuting, and exercise time to help maintain individual staff ability to function at their fullest potential.

Measure:

Provide the opportunity for section staff to telecommute and work flexible schedules while maintaining office coverage and completing section goals.

Conduct section staff meetings as needed.

Measures:

- a. Keep staff informed of C/FF issues.
- b. Keep staff informed of proposed/new rules.
- c. Provide opportunity to discuss C/FF deadlines, problems, and accomplishments.
- d. Provide advance notice to new changes or procedures.

Provide opportunity to recognize quality work and assess job satisfaction.

Measure:

Conduct quarterly reviews with section staff to recognize work accomplished and to assess job satisfaction.

- iv. **Chem Demil Section Annual Goals:**
Successful, professional staff. Properly trained.

Measures:

- a. Identification of mandatory, critical, and useful training needs.
- b. Identification of training opportunities to meet needs.
- c. Development of training courses where none are available.
- d. Tracking of training achievements for section personnel.

Committed and productive staff.

Measures:

- a. Staff works well together and recognizes the value of teamwork.
- b. Staff complies with rules and policies of State employment.
- c. Staff recognized for their quality work and accomplishments.

- v. **Used Oil Section Annual Goals:**
Develop and maintain appropriate staff expertise to accomplish assigned tasks and assist customers needs. Review and determine staff training needs and opportunities.

Measure:

Identify staff training needs and determine if training is available or being offered during the fiscal year.

Subject to budget restraints and availability of specific training courses and classes, obtain training for employees.

Measure:

Name and number of employees attending training will be maintained.

Recognize employees for quality work. Implement employee quality recognition tools.

Measure:

Number of employee quality recognition tools awarded (incentive awards, on-the-spots awards, administrative leave, etc.)

vi. Solid Waste Section Annual Goals:

Have a trained staff to assist all customers.

Define staff training needs.

Measure:

Training needs document prepared by August 15, 2003.

Subject to budget restraints, obtain training defined in the training needs document.

Measure:

List training received.

ENHANCE POLICY MAKERS' (LEGISLATURE, OTHER ELECTED OFFICIALS, AND BOARDS) UNDERSTANDING OF ENVIRONMENTAL ISSUES

Facilitate policy makers as pro-active participants in shaping environmental policy.

Measures:

1. Legislators, other elected officials, and Board members are apprized of important environmental policy issues.
2. Relationships with policy makers are developed and understanding of environmental issues enhanced.
3. Policy makers work with DSHW in development and implementation of relevant waste management programs environmental policy issues.
4. Policy makers' trust in DSHW is developed and enhanced.

DSHW INDIVIDUAL SECTION ANNUAL GOALS:

i. Hazardous Waste Facilities Section Goal:

Develop partnerships and maintain good lines of communication with policy makers.

Measures:

- a. Keep policy makers informed on program issues that require policy development.
- b. As requested, participate in policy development.

ii. Commercial/Federal Facilities Section Annual Goal:

As requested, provide up-to-date information to Board Members and elected officials on issues dealing with C/FF.

Measures:

- a. Provide informative Board packets to the support staff prior to the Board meetings.
- b. Provide information as requested and in a timely manner to all elected officials on C/FF issues as requested.
- c. Keep Internet information on facilities, permits, board issues, etc. updated and readily accessible to board members, elected officials, facilities, and the general public.

iii. Used Oil Section Annual Goals:

To enhance Board members and Legislators understanding of the used oil program by providing them with necessary information to make informed decisions.

Provide educational, rulemaking and enforcement information to the Board in the form of documents and presentations to keep members informed and updated on recent activities within the section.

Measures:

- a. Printed material will be provided in a timely manner to the appropriate secretarial staff to meet the Board mailings.
- b. All material provided to the members will be accurate, grammatically correct and presented in a professional manner.

- c. When necessary, appeals will be brought to the Board for discussion and action.

Identify and develop legislative issues and initiatives and prepare pertinent briefing packets for the 2003 legislative session.

Measure:

Legislative needs identified and briefing packets are accurate and complete and prepared in a timely manner.

DSHWGoalsFY04.doc

DIVISION OF WATER QUALITY ANNUAL GOALS

FY 2004

Mission:

Protect, maintain and enhance the quality of Utah's surface water and ground water to allow appropriate beneficial uses, and protect public health while giving reasonable consideration to economic impacts.

1. Foster integrated information management and 24 hour service through the Internet.

Measures:

- a. Complete modifications to the ground water compliance database to allow electronic reporting of DMR's and the generation of compliance reports. (5/30/04 GW Section Manager)
- b. Make modifications and progress in getting data into our surface water database and enhance user access.
 - 1) Restore data accessibility to all workstations in the office (10/01/03 Arne)
 - 2) Work to electronically transfer macroinvertebrate data to the system from USU (6/1/04 Arne)
 - 3) Electronically transfer peryphyton data to the system (6/30/04 Arne)
 - 4) Evaluate the contract option to make blue fish functions available to the public. (12/31/03 Richard)
- c. Modify the electronic stormwater permitting system to generate needed management reports. (3/15/04 Gayle)
- d. Evaluate other general UPDES permits for electronic issuance and make recommendations. (3/01/04 Gayle)
- e. Insure that all public notices for permits and Water Quality Board Agendas are noticed on our web site (Ongoing - Faye & Section Managers)

2. Implement Core Programs in an efficient and professional manner.

Measures:

- a. Establish and meet response deadlines. Response items are tracked and a performance report is submitted to Branch managers and the Division Director 10/1/03, 1/02/04, 3/01/04 and 6/30/04. Branch managers and section managers to agree on report contents. (Ongoing – all section managers.)
- b. Operate programs in a manner to facilitate customer satisfaction as evidenced by minimizing complaints, permit appeals, etc. and maximizing positive feedback. (Ongoing)
- c. Implement programs effectively in accordance with rules and statute to protect water quality. (Ongoing)
- d. Maintain an effective working relationship with EPA and local health departments.

(Ongoing)

3. Implement the Phase II Stormwater Program.

Measures:

- a. Develop an active community stakeholder group to address implementation concerns. (8/31/03 Gayle)
- b. Initiate first outreach/education activities. (11/15/03 Gayle)

4. Implement the Utah AFO/CAFO strategy.

Measures:

- a. Modify state rules to reflect required federal changes. (3/01/04 Gayle)
- b. Maintain a strong partnership approach to emerging issues. (Ongoing)
- c. Track annual progress of potential CAFO's and take appropriate actions. (1/15/04 Gayle)
- d. Prepare and distribute a progress report on the CAFO Strategy. (1/31/04 Mike)
- e. Make a determination of proper approach and implement UPDES coverage of ground water permitted CAFO's. (4/15/04 Gayle)

5. Accomplish an effective program for completion and implementation of TMDLs.

Measures:

- a. Track and complete scheduled TMDLs for listed water bodies (6/30/04 Harry)
- b. Implement processes to establish legal support for previously approved and new TMDLs. (10/1/03 Harry)
- c. Establish an effective in-house procedure to insure appropriate waste load and permitting assumptions and policies are incorporated into TMDL development. (8/31/03 Harry)
- d. Watershed coordinators will monitor and manage implementation activities for completed TMDLs by establishing implementation milestones, identifying milestone leaders and tracking their completion. Tracking reports will be submitted to Division of Water Quality managers and others on July 1 and January 1. (Harry)
- e. Maintain sound fiscal management of contracts by tracking contract amount, expenditures to date and availability of funds to meet obligations via quarterly reports. (Ongoing Harry & Stacy)
- f. Submit a semi annual status report of TMDL progress. (1/15/03 and 6/30/04)

6. Effectively implement the DEQ initiative on subdivisions and growth with local health departments.

Measures:

- a. Establish a project work group consisting of LHD, DEQ, EPA and county/city planning stakeholders. (8/15/03 Don)
- b. Develop a detailed charge and scope of work for the project. (8/30/03 Walt)

- c. Establish a task schedule and track and report progress quarterly. (10/15/03, 1/15/04, 4/15/04, 7/15/04 Walt)

7. Establish an effective Biological Monitoring Program.

Measures:

- a. Prepare an annual biological monitoring plan based upon needs and use of the data. (4/15/04 Richard & Tom)
- b. Prepare and distribute an assessment report for each water body where biological monitoring is conducted. (Ongoing – Richard)
- c. Develop a biological monitoring strategy identifying key steps in utilizing such data. (10/15/03 Richard)
- d. Evaluate and make recommendations for future biological program needs in coordination with WQM and TMDL sections. (6/30/03 Richard)
- e. Effectively implement E-map to provide required data to EPA and to enhance the state program. (Ongoing Richard)

8. Improve and Enhance DWQ Employee Resources measures:

Measures:

- a. Participate fully in DEQ employee training and leadership training (Ongoing)
- b. Establish a DWQ professional geologist strategy to comply with licensing laws. (10/31/03 Candace)
- c. Establish a policy to meet professional engineers continuing education requirements. (8/15/03 Kiran)
- d. Evaluate staff development ideas and options. (11/15/03 Quality Council)

9. Implement a successful underground wastewater disposal system program.

Measures:

- a. Maintain a positive working relationship with the LHDs. (Ongoing)
- b. Continue to work with USU to provide an effective training, certification and continuing education program. (Ongoing, Kiran)
- c. Develop a detailed subsurface wastewater program plan and schedule of activities and actions that are needed. (8/30/03, Kiran)
- d. Work with the CLEHA committee to establish leadership in promoting the individual wastewater program. (Ongoing, Kiran)
- e. Develop a MOA with the SW District Health Dept to address gravel filters. (12/01/03, Kiran)

10. Complete necessary rulemaking with effective stakeholder involvement.

Measures:

- a. Adopt gray water rules. (12/15/03, Kiran)
- b. Revise ground water rules to update standards and address protection levels.

(1/31/04, GW)

- c. Complete tri-ennial review of water quality standards and anti-degradation policy. (12/31/03, Mike)
- d. Modify UPDES rules to reflect new CAFO requirements. (3/1/04, Gayle)
- e. Modify individual wastewater rules to reflect needed updates. (6/30/04, Kiran)
- f. Modify Rules to adopt TMDLs by reference. (11/30/03, Harry)

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DEPARTMENT OF ENVIRONMENTAL QUALITY

EXECUTIVE DIRECTOR'S OFFICE FY 2004 GOALS

ENVIRONMENT

Establish clear, implementable criteria that define excellence in environmental quality, including standards for air, water, and soil, and for activities in pollution prevention, cleanups, emissions reductions, public education and cost effectiveness of controls.

Measures:

- a. Necessary statutes, rules, and guidance exist.
- b. Regulated customers understand and follow criteria.
- c. The non-regulated customers perceive DEQ programs as fair and protective of health and the environment.

Promote a sustainable relationship between economic development and environmental quality.

Measures:

- a. Stakeholders participate in the development and implementation of environmental policies and programs.
- b. Over time, evaluate environmental data in relation to economic improvements within the region.

Provide leadership in Utah, the western region, and nationally on environmental policy and protection.

Measures:

- a. Evaluate the results of DEQ participation in targeted state, regional, and national policy and regulatory discussions. Identify objectives of participation and achievement of objectives.
- b. Success of legislative, budget, and policy initiatives identified and supported by DEQ.

EDO

1. Provide an environmental vision for Utah and provide leadership for sustainable environmental quality.

Measures:

- a. Encourage accountability for problem solving at all levels.
 1. Application of operating principles
 2. [Strategic] thinking
- b. Customers perceive that DEQ programs are fair and protective of health and the environment - "ask them".
- c. Congressional and legislative goals are accomplished (get resources and laws we need.)

- d. Targeted environmental programs and processes improved to meet needs of customers while still protecting environmental quality.

CUSTOMER SERVICE

Operate as a customer-oriented agency by focusing on customer service, trust and problem-solving through teamwork and partnership.

- * Make timely decisions.
- * Improve coordination with internal and external customers.
- * Provide effective communication, timely information, and clear direction to customers.
- * Encourage public involvement and informed decision-making.
- * Involve customers in the rulemaking process.
- * Work in partnership to solve problems.

Measures:

- a. Decisions and services provided within agreed upon time frames which best meet customers' needs.
- b. Customer service feedback.
- c. Customer input and feedback during informal and formal stages of rulemaking.

EDO

1. Provide leadership, communicate the expectations, and provide support activities to ensure that divisions and offices work together to resolve problems and address issues.
 - Reinforce the inter-relatedness of environmental problems and the interdependence of offices and divisions.
 - Recognize successful collaborative problem-solving.
2. In the course of doing business we will ask external and internal customers whether we are meeting their needs.
 - Are we meeting their needs?
 - What else do they need from us?
 - Have you seen a change - is it going the right way?
 - Have we shared feedback?
3. Recognize good work of division directors/managers throughout Department and employees in Department offices.
 - Use recognition other than money.
 - Use money.
 - Provide leadership in establishing and implementing QAT recommendations.
4. "Go the extra mile" to help customers.
 - Ensure prompt response to letters, phone calls and inquiries. Followup.
 - 7 working days response to correspondence from Gov office and EDO.
5. Schedule meetings, avoid (minimize) cancellations and rescheduling, coordinate schedules of Brent and Dianne.
6. Develop and implement customer service training for Department receptionists (Deb, Bev, Jill, and Marva).

Measures:

- a. DEQ solicits customers' opinions.
- b. Customers accept our recommendations.

- c. Division/office directors ensure prompt and complete customer service.
- d. Receptionists are valued first-contacts in the Department.

STATE-BASED REGULATION OF ENVIRONMENTAL PROGRAMS

Administer environmental programs and priorities to reflect the unique conditions of Utah. Programs will be administered at the state or local level, wherever appropriate. Actively influence non-delegated federal programs to reflect Utah needs.

Measures:

- a. Primacy is achieved and maintained in those environmental program areas in which it is determined to be in the best interest of the state to receive federal primacy.
- b. Utah issues and DEQ concerns are reflected in state, regional and national environmental policies.

EDO

- 1. Actively promote State/EPA/local partnerships in planning and implementing environmental programs that meet Utah's needs.
- 2. Inform Governor, Legislators and Congressional Delegation of successful state/federal partnerships and request assistance as needed to maintain workable state/federal relationships.
- 3. Focus on areas of contention (enforcement and superfund) to be able to work together effectively.

Measures:

- a. Establish and maintain regular communication with Region VIII administrator and deputy administrator.
- b. Regular communication with division directors and office directors to support programs (measure could be added value but no interference with management of program.)
- c. Problems are solved by partners.
- d. Problems are solved at division level. They are elevated to Department (EDO) for conflict resolution only after all reasonable attempts of resolution at division level have been exhausted.
- e. State leaders are informed on environmental issues and they support Department recommendations.
- f. EPA does not overfile division enforcement actions.*

* This measure of success does not supersede EPA's authority to overfile.

COORDINATION WITH LOCAL HEALTH DEPARTMENTS AND LOCAL GOVERNMENTS

Improve the effectiveness and efficiency of statewide delivery of environmental services by strengthening relationships with local health departments and local governments.

- * Work with local governments and provide information to plan for and manage the environmental impacts of growth.

- * The Environmental Services Delivery Plan delineates roles and responsibilities and establishes accountability between DEQ and local health departments and local governments.
- * Focus on teamwork and partnership in identifying and resolving problems.

Measures:

- a. Key problems identified by DEQ and LHDs and local governments are addressed and solutions developed and implemented.
- b. Effectiveness of the Environmental Service Delivery Plan in developing a state/local partnership, coordinating delivery of services, and obtaining adequate resources.

EDO

1. In the course of doing business, ask local government officials how we are doing.
2. Continue LHD initiatives in SW Utah and the Uintah Basin.
3. Partnership Council.
 - Identify policy issues and work for solution.
 - Recommend and support implementation of QAT actions.
 - Utilize Partnership Council as part of the planning process.
 - Advocate EPA-DEQ-LHD partnership to address community issues.
4. Promote understanding and actions which recognize the importance of implementing workable environmental programs at local level through local government.
5. Olympics.
 - Work with LHDs and Department of Health to identify, implement, and monitor activities and programs to support the 2002 winter games.
6. Delivery Plan/Contract.
 - Work with divisions and local health departments to develop mutually accepted plans as a basis for contracts.

Measures:

- a. Implementation of QAT recommendations.
- b. Partnership council meets on an ongoing basis.
- c. Identification of priorities/problem solving (track actions).
- d. Feedback from local health departments and local government on DEQ environmental programs.
- e. Delivery plans are revised and used as the work plan for the DEQ/LHD contracts.
- f. Address priorities identified by community-based partnerships.
- g. Assist in developing additional LHD and local government capacity to determine environmental services and programs.
 - 1) Training needs justified and addressed
 - 2) Liaison functions between local and federal government as appropriate
 - 3) Assist in obtaining appropriate federal funding assistance for local health department projects associated with partnerships.

EMPLOYEES

The success of the employees determines the success of DEQ. We will maintain a climate and structure in which employees can function to their fullest potential and accomplish the strategic goals of DEQ.

- * Employee participation and continued involvement are encouraged.
- * Teamwork and problem solving are encouraged.
- * Employees are recognized for their contributions.
- * Provide opportunities for training and professional development.

Measures:

- a. Employee feedback.
- b. Individual performance standards reflect annual goals, and performance reviews are based on those performance standards.
- c. Employees' statements and actions reflect strategic and annual goals and DEQ policies and procedures.
- d. Employee recognition programs are in place, utilized, and meet employee and management needs.

EDO

1. Recognize good work of employees in Department offices and provide feedback to division directors and office directors.
2. Establish regular process for communicating with Division Directors' secretaries. Identify problems and resolve.
3. Department meeting - once a year.
DRN to meet with divisions once/year.
DRN/BCB to attend other meetings as requested.
4. Expand and strengthen Quality Council's role and responsibilities.

Implement Quality Council communication recommendations, communicate progress to employees.

Plan and oversee implementation of TQM.
5. Expand and strengthen the EDO Quality Council (Executive Director's office, OSS, OPPA and HRM.)

Meet one hour once a week as a Quality Council.
6. Implement leadership development plan.
7. Provide opportunities for training and professional development.

Identify training and professional developments needs in performance plans for all employees.
8. Establish and emphasize the DEQ Operating Principles as the way of doing business for all DEQ activities.

9. Enhance the leadership and management skills of DEQ's management team.

Measures:

- a. Feedback from secretarial meetings and division directors that communication is sufficient, complete and timely and that there is value added.
- b. Establish clear agendas for Quality Council.

Get feedback.
Track kinds of training given to Quality Council.
Track Quality Council role in TQM implementation.
- c. Track meeting coordination and do "lessons learned" debriefing.
- d. Training and professional development needs are identified and tracked through performance plans.
- e. Leadership Development

Managers feel that they have tools and ability to more effectively lead and implement the Department vision.

Managers participate in leadership development through training and mentoring.

**DEPARTMENT OF ENVIRONMENTAL QUALITY
OFFICE OF HUMAN RESOURCE MANAGEMENT
STRATEGIC AND ANNUAL GOALS
FY 2004**

ENVIRONMENT

Establish clear, implement able criteria that define excellence in environmental quality, including standards for air, water, and soil, and for activities in pollution prevention, cleanups, emissions reductions, public education and cost effectiveness of controls.

Measures:

1. Necessary statutes, rules, and guidance exist.
2. Regulated customers understand and follow criteria.
3. The non-regulated customers perceive DEQ programs as fair and protective of health and the environment.

Promote a sustainable relationship between economic development and environmental quality.

Measures:

1. Stakeholders participate in the development and implementation of environmental policies and programs.
2. Over time, evaluate environmental data in relation to economic improvements within the region.

Provide leadership in Utah, the western region, and nationally on environmental policy and protection.

Measures:

1. Evaluate the results of DEQ participation in targeted state, regional, and national policy and regulatory discussions. Identify objectives of participation and achievement of objectives.
2. Success of legislative, budget, and policy initiatives identified and supported by DEQ.

OHRM STRATEGIC GOAL:

Develop, implement, and maintain customer service oriented resource policies and procedures to provide for the effective recruitment, selection, performance management, training, recognition, classification, compensation, and development of departmental employees; and support employees in the administration and interpretation of those policies and procedures in a consistent, effective and efficient manner.

Measures:

1. Procedures developed.
2. Employee and supervisor feedback.

CUSTOMER SERVICE

Both internally and externally operate as a customer-oriented agency by focusing on customer service, trust and problem solving through teamwork and partnership.

- * Recognize that customers include the regulated community, stakeholders, co-workers and all interested parties.
- * Make timely decisions.
- * Improve coordination with internal and external customers.
- * Provide effective communication, timely information, and clear direction to customers.
- * Encourage public involvement and informed decision-making.
- * Involve customers in the rulemaking process.
- * Work in customers to solve problems.

Measures:

1. Decisions and services provided within mutually agreed upon time frames which best meet customers' needs and provide appropriate environmental protection.
2. Customer service feedback.
3. Customer input and feedback during informal and formal stages of rulemaking.

OHRM STRATEGIC GOAL

Operate as a customer oriented office by focusing on customer service, trust and problem solving through teamwork and partnership.

A. Meet on a regular basis with Division Directors, employees, and all interested customers to identify our needs.

B. Evaluate policies and procedures

- C. Improve communication with internal and external customers.
- D. Make timely decisions.
- E. In partnership with DHRM, develop operating contract.
- F. Performance plans are developed outlining specific duties and responsibilities focusing on Operating Principles.
- G. Utilize Utah Job Match to provide the Qualified Applicants.

Measures:

- 1. Procedures developed.
- 2. External and internal customer feedback.
- 3. Re-engineering provides successful, understood transition of Class/Comp. to skill-based class/comp., process.
- 4. Customer Feedback.
- 5. Contract goals followed
- 6. Operating principles are displayed and utilized as part of business practice.

OHRM ANNUAL GOAL:

Review, revise and develop policies and procedures enhancing customer service.

Measures:

- 1. By 10/1/03 review current policies to insure compliance with new State and Federal requirements.
- 2. By 10/1/03 identify policy needs.
- 3. By 11/1/03 develop or amend needed policies/procedures.

4. Within 120 days of issue, policies will be developed and processed for implementation.
5. Approved Department policies/procedures will be disseminated to all Department agencies within 30 days of the implementation or effective date.
6. Active involvement in the formulation of State Human Resource policies/procedures and legislation.
7. Adhere to all provisions of the DHRM delegation agreement.
8. Active involvement in State consortiums, committees, and task forces.
9. As requested, assist State and local governments with committees, training, classification and other HR issues.
10. Receive positive feedback.
11. OHRM will provide information to employees on a regular basis.
12. Group wise folder developed and distribute to employees, update regularly.

PARTNERSHIP WITH FEDERAL, STATE, LOCAL AND TRIBAL GOVERNMENTS

Improve the effectiveness and efficiency of statewide delivery of environmental services by strengthening relationships with all levels of government.

- * *Work with federal, state, local (including local health departments), and tribal governments and provide information to plan for manage the environmental impacts of growth.*
- *The Environmental Services Delivery Plan (ESDP) delineates roles and responsibilities, joint goals and objectives, and establishes accountability between DEQ and local health departments and local governments.*
- *Focus on teamwork and partnership in identifying and resolving problems.*
- *Measures:*
 1. Key problems identified by government partners are addressed and solutions developed and implemented.

2. Effectiveness of the Environmental Service Delivery Plan in developing a state/federal partnership, coordinating delivery of services, and obtaining adequate resources.
3. Effectiveness of the Performance Partnership Agreement in developing a state/federal partnership, coordinating delivery of services, and obtaining adequate resources.

OHRM STRATEGIC GOAL:

OHRM revise/review and coordinate statewide Department trip reduction program.

Measures:

1. Trip reduction information provided and distributed to employee/customers.
2. Drive alone rates are reduced.
3. Use alternative such as telecommuting, flex schedules, alternative work schedules while maintaining positive customer service base.
4. ECO passes advertised and utilized by employees.

ENHANCE POLICY MAKERS (LEGISLATURE < OTHER ELECTED OFFICIALS < AND BOARDS) UNDERSTANDING OF ENVIRONMENTAL ISSUES.

Facilitate policy makers as proactive participants in shaping environmental policy.

Measures:

1. Legislators, other elected officials, and Board members are apprized of important environmental policy issues.
1. Relationships with policy makers are developed and understanding of environmental issues enhanced.
2. Policy makers work with DEQ in development and implementation of environmental policy issues.
3. Policy makers' trust in DEQ is developed and enhanced.

OHRM STRATEGIC GOAL

In accordance with Utah Code 26A-1-112, promote, provide and coordinate continuous quality-based human resource services for local health department and local governments.

Measures:

1. Provide information and requested assistance to local health departments to ensure that local health department position qualifications are comparable with the Utah Department of Environmental Quality within specified mutually upon time frames.
2. Customer feedback.

EMPLOYEES

The success of the employees determines the success of DEQ. We will maintain a climate and structure in which employees can function to their fullest potential and accomplish the strategic goals of DEQ.

- Employees are committed to the success of DEQ and recognize their professional responsibility and accountability in meeting the needs of the organization.
- * Employee participation in achieving strategic and annual goals is essential.
- * Teamwork and problem solving are essential.
- * Employees are recognized for their quality work.
- * Provide opportunities for training and professional development.
- *DEQ actively promotes wellness.*
- *Employees will perceive DEQ as a desirable place to work.*
- *DEQ is effective in recruiting and retaining quality employees.*

Measures:

1. Employee feedback and wellness survey.

2. Individual performance standards reflect annual goals, and performance reviews are based on those performance standards.
3. Employees' statements and actions reflect strategic and annual goals and DEQ policies and procedures.
4. Employee recognition programs are in place, utilized, and meet employee and management needs.
5. DEQ has a low turnover rate and is effective in the recruitment of quality new employees.
6. Wellness programs are developed in conjunction with Healthy Utah.

OHRM STRATEGIC GOAL:

Promote, provide and coordinate continuous quality-based employee development and training opportunities.

Measures:

1. Course assessments.
2. Employee interest.
3. Attendance.
4. Needs assessment.
5. Programs utilized.

OHRM ANNUAL GOAL:

Review, revise, assess and develop applicable training programs.

Measures:

1. Corrective action/discipline training will be offered quarterly.
2. Sexual Harassment Avoidance training will be offered quarterly.
3. Recruitment/ADA/Selection training will be offered quarterly.

4. Driver Safety training will be offered quarterly.
5. Telecommuting training will be offered as requested.
6. Certified Public Management training will be offered quarterly.
7. HRM/Department rules/regulations training will be offered annually.
8. Leadership/liability training programs are developed and presented.
9. Utah Skills Match training provided to all employees.
10. Customer service training provided.
11. Feedback
1. Brown Bag sessions held on monthly basis.

OHRM STRATEGIC GOAL:

Provide programs to develop and promote employee well being, involvement, and recognition to maximize employee productivity.

Measures:

1. Employee feedback.
2. Programs in place.
3. Program utilization.
4. Staff meetings are called quarterly with division management team.
5. Benefit information updated and communicated to employees.
6. Procedures are followed according to training.
7. Liability issues are reduced.
8. Organize, maintain, and coordinate ETC efforts for DEQ.

OHRM ANNUAL GOAL:

Fair and consistent application of services and programs provided by the Department.

Measures:

1. Review, revise, and establish programs to recognize employee contributions.
2. Provide a quarterly summary of monetary awards to each Division/Office director.
3. Maintain an applicable employee assistance wellness referral program.
4. Provide confidential problem resolution services, and appropriate referral services.
5. Fair, equitable, consistent services will be provided to all employees.
6. Provide service awards annually.
7. Provide employees with a wider selection of service awards.
8. Recognize accomplishments/contributions of employees through such areas as newsletter, staff meetings, e-mail, and other methods of recognition.
9. Operating Principles are utilized in conducting business.

OHRM STRATEGIC GOAL:

Maintain complete, orderly, and confidential personnel records, which document employee performance, record benefits, employee development, training and compensation.

Measures:

1. Records are complete.
2. Records are retrievable.
3. Records are accessible.
4. Employee feedback.
5. Employee profile utilized.

OHRM ANNUAL GOAL:

Employee personnel files will be maintained in accordance with established guidelines.

Measures:

1. DHRM delegation agreement will be followed.
2. Maintain confidentiality of materials in personnel files in accordance with State and federal rules.
3. All new employees' files will be developed within two weeks of new employee orientation.
4. Physical security will be maintained in accordance with applicable State and federal requirements.
5. Conduct annual assessment of employee personnel information located in the personnel file and on the employees' history cards.
6. Provide information to employees, assist to understand process.
7. Continue to provide support in USM and other DHRM sponsored programs.
2. Provide support and training in the operation of employee profile application.
9. Atlas files organized and maintained. Files provided to customers on request.

IT ANNUAL GOALS FY2004

IT STRATEGIC GOAL:

Support the Department of Environmental Quality's mission by providing DEQ, regulated entities, and the public with simple access to accurate information that answers environmental questions and improves the way DEQ does business.

- Provide technical support for the Environmental Information Management Initiative
- Ensure DEQ network resource availability and functionality in support of DEQ business processes.
- Support the development and evolution of technology and information standards.

IT ANNUAL GOALS:

1. Provide technical support and assistance in the migration of the DSHW core document management system to additional divisions.
 - Assist in the assessment of the transportability of the core system
 - Assist in the assessment of the technical resources, manpower, and training required to migrate and sustain document management efforts in the other divisions.
2. Develop a technical proposal for the development and promulgation of mobile computing on a department-wide basis.
 - Replace CDPD wireless approach with GPRS
 - Work with business committee in development of a business-driven plan for mobile application support
3. Bring Utah node of the National environmental Information Exchange Network to fully operational status and successfully flow Facility Registration System and National Emissions Inventory data to the EPA Central Data Exchange. Facilitate additional flows as business needs arise.
4. Optimize and simplify database and middleware support.
 - Phase out SilverStream
 - Convert applicable Sybase databases to Oracle.
 - Migrate CIM/Environmental Data Warehouse to Oracle
 - Migrate Oracle to Linux operating system.
 - Implement versioning software

5. Place additional emphasis on internal and external employee IT training
 - Develop video of IT training for new DEQ employees
 - Make more effective use of CBT-based training
 - Cross train network and development staff to eliminate islands of expertise
 - Use user groups to extend technical training opportunities
 - Use vendor mentoring to reduce cost of training
 - Continue with CITRIX training program
 - Upgrade and extend staff training on MS XP.
6. Begin modernization program on network infrastructure and uninterruptible power supply.
7. Review and optimize internal IT practices to enhance quality and timeliness of internal customer support.
 - Deployment of applications and other software using the NetWare application launcher.
 - Adopt standard application navigation
 - Adopt standard application and database standards focused on compliance/flexibility.
 - Deployment of third party and non-DEQ standard software.
8. Develop, maintain, modify and enhance existing information systems and new information systems as approved by the EIMI process.
9. Support the State of Utah strategic IT goals and objectives as defined by the Chief Information Officer.
10. Support the state enterprise initiatives as they apply to DEQ.

DEPARTMENT OF ENVIRONMENTAL QUALITY

OFFICE OF PLANNING & PUBLIC AFFAIRS FY 2004 GOALS

PPA MISSION:

Enhance the effectiveness of the Department and Divisions by partnering in community relations, press relations, pollution prevention, public education, planning, small business assistance and environmental justice.

ENVIRONMENT

PPA STRATEGIC GOAL: #1

Promote environmental excellence by partnering with the Department and Divisions in policy and planning initiatives.

PPA PLANNING GOALS:

1. Coordinate information and participate when requested with Utah Tomorrow Committee, UACIR, and SUPAC.

Measures:

- a. DEQ measures are incorporated.
- b. Information and issues from the Utah Tomorrow Committee, UACIR, and SUPAC are coordinated through appropriate DEQ channels.

2. Provide planning support to statewide initiatives.

Measures:

- a. DEQ participation in Envision Utah and Utah Quality Growth Commission.
- b. Information and issues from statewide initiatives are coordinated through appropriate DEQ channels.

3. Provide planning support for DEQ initiatives.

Measures:

- a. Maintain community-based planning efforts.^{CBEP}
 - b. Pollution Prevention cross-media projects identified and implemented.^{P2}
 - c. Incorporation of environmental indicators into Local Health Department contracts and Performance Partnership Agreements.
 - d. Completion of FY 2004 Performance Partnership Agreements.
 - e. Completion of End-of-Year report for FY 2003 PPA.
 - f. Continue supporting EIMI initiative.
 - g. Develop CleanUtah! Process.
4. Provide policy support for DEQ initiatives.

Measures:

- a. Assist with tribal relations issues.
- b. Monitor Environmental Justice, Sustainable Communities, and CBEP issues.
- c. Upon request, assist with Environmental Council of States (ECOS) and other national policy initiatives.
- d. Assist with development and implementation of DEQ's CleanUtah! Program.

PPA STRATEGIC GOAL #2:

Promote environmental excellence by facilitating integration of Pollution Prevention initiatives in DEQ and throughout the state.^{P2}

PPA POLLUTION PREVENTION ANNUAL GOALS:

1. Develop pollution prevention program and provide training.^{P2}

Measures:

- a. Administer P2 grant by preparing applications and quarterly reports, monitoring budget, and providing department oversight for P2 initiatives.

- b. Maintain P2 homepage.
 - c. Identify training opportunities to support integration of P2 into DEQ programs.
2. Integrate pollution prevention concepts into risk mitigation strategies and community-based efforts.^{P2}

Measures:

- a. Participate in community-based environmental planning and implementation efforts.^{CBEP}
 - b. Identify P2 opportunities in CBEP activities in Southwest and Uintah Basin.^{CBEP}
3. Encourage incorporation of pollution prevention into permits, compliance and enforcement actions, and outreach activities.^{P2}

Measures:

- a. Coordinate with regional and national P2 initiatives and promote within DEQ and other State and Local agencies .
 - b. Promote and educate on the use of SEP in enforcement negotiations.
 - c. EMS program is developed and offered as a service to businesses.
4. Encourage energy efficiency and conservation through the debate program and other Energy Office programs.^{P2}

Measure:

- a. Continue partnering with the State Office of Energy Services to provide P2 educational opportunities to schools and the public.
 - b. Continue to partner with Utah water forums on annual water education calendar.
5. Encourage pollution prevention to Utah citizens through Project Environment and other USEE projects.^{P2}

Measure:

- a. Partner with the Utah Society for Environmental Education to continue the annual Earth Day event.

- b. Partner with USEE in implementation of an annual educators conference.
 - c. Partner with USEE in continuing to work with the Utah Environmental Education Council.
6. Coordinate with Utah Indian Tribes as they develop environmental programs.^{P2}

Measures:

- a. Provide technical assistance on an as-needed basis.
 - b. Provide training opportunities and information bi-monthly.
7. Encourage the incorporation of pollution prevention concepts to Utah's business community.^{P2}
- a. Reduce automobile commute trips by implementation of Tele 2000 strategies targeted at the business sector.
 - b. Identification of transportation demand management strategies (TDM's) and promote these to the business community.
8. Continue to support source reduction and recycling activities throughout Utah.^{P2}
- a. Coordinate with DCED on promoting Market Development Zones project.
 - b. Provide technical assistance to the Utah Recycling Advisory Council.

Measures:

- a. Continue to oversee and coordinate DEQ's Pre-Design conference program.
- b. Continue to serve as board member and work with Utah's Pollution Prevention Association.
- c. Integrate P2 into DEQ small business assistance.^{SBA, P2}
 - 1. Assist with the development of system that will provide feedback from businesses regarding their small business and P2 activities.
 - 2. Provide recommendations to the Small Business Advisory Council for pollution prevention incentives.
 - 3. Assist with development of EMS process and tools.

d. Provide technical assistance on an as-needed basis.

1. Promote the distribution and use of "DEQ at a Glance".

PPA STRATEGIC GOAL: #3

Promote a sustainable relationship between economic development and environmental protection by coordinating work with small businesses and related organizations.

PPA SMALL BUSINESS ASSISTANCE GOAL:^{SBA}

1. Facilitate the development of the DEQ small business assistance policy.

Measures:

- a. Public participation plan maintained through the Compliance Assistance Panel, DEQ Boards, and other entities (through UBRN) - this is a dynamic process.
- b. Small business policy maintained - this is a dynamic process.
- c. Implement cross-divisional focus in outreach activities.
- d. DEQ maintained business assistance page.

2. Coordinate with other state/local entities and professional associations.^{SBA}

Measures:

- a. Continue to participate in the Utah Business Resource Network.
- b. Coordinate with DCED on common projects.
- c. Publish quarterly electronic newsletter.

3. Serve as small business ombudsman for DEQ.^{SBA}

Measures:

- a. Assist small businesses with DEQ permitting process and other programs as needed.
- b. Assist DEQ divisions with the development of appropriate outreach materials.
- c. Involvement with outreach opportunities such as conferences, presentations, etc. to provide information to small businesses.

- d. Participate in pre-design conferences.
- e. Promote cross-media Small Business Assistance with DEQ.

CUSTOMER SERVICE

PPA STRATEGIC GOAL #4

Promote environmental excellence by providing public information and participation opportunities.

PPA PUBLIC EDUCATION ANNUAL GOAL:

1. Link public education projects across divisions.

Measures:

- a. Correlate 1-800 calls to education initiatives.
- b. DEQ initiatives incorporated into Take Pride in Utah.
- c. Assess the response of targeted audience.
- d. Distribute Project Environment materials.
- e. Coordinate redevelopment of DEQ display and department-wide participation in the State Fair, League of Cities and Towns conferences, Earth Day and other outreach opportunities.

2. Oversee content and coordinate information dissemination on DEQ Home Page.

Measures:

- a. Serve as DEQ Webmaster and coordinate internal Web workgroup.
- b. Update Home Page as needed, edit content especially on main Department and Division pages, standardize page titles and footers, and assure that copy is written clearly and concisely, using Associated Press style guidelines.

PPA COMMUNITY RELATIONS ANNUAL GOALS:

1. At the request of the Divisions, provide assistance in preparation and implementation of community involvement plans for specific projects and programs.

Measures:

- a. Training is conducted, on request, on community involvement plans.
 - b. Plans are developed in conjunction with project or program manager.
 - c. Insure community, other agencies, and local government are appropriately involved in the development and implementation of community involvement plan.
 - d. At the conclusion of a project, a survey or other feedback tool is administered to determine success.
2. Provide coordination of environmental justice issues.

Measures:

- a. Provide grant information to interested entities.
- b. Assist with EJ questions as needed.

PPA MEDIA RELATIONS ANNUAL GOALS

1. Coordinate DEQ media relations.

Measures:

- a. DEQ media policy is followed.
 - b. Reporters use DEQ's public information office.
 - c. Staff use DEQ's public information office.
2. Provide training for DEQ staff to handle interview situations and public presentations.

Measures:

- a. Dry runs are conducted prior to public presentations.
- b. Develop and provide media training to all Divisions.

PARTNERSHIP WITH FEDERAL, STATE, LOCAL AND TRIBAL GOVERNMENTS

PPA STRATEGIC GOAL #5

Improve the effectiveness and efficiency of statewide delivery of environmental services by strengthening relationships with all levels of government.

PPA LHD LIAISON ANNUAL GOAL:

Amend and update Environmental Service Delivery Plan reflecting partnership initiative.

Measures:

- a. Environmental Service Delivery Plan is aligned with DEQ Goals and Objectives.
- b. Signed contracts, MOUs or updated sections of Environmental Service Delivery Plan.
- c. Pollution Prevention efforts are coordinated in Environmental Service Delivery Plan.
- d. Joint issues identified and strategies developed.

EMPLOYEES

PPA STRATEGIC GOAL #6

Promote environmental excellence through teamwork and mutual support; in providing training and recognition.

Measures:

- a. Value-added roles for PPA staff in department activities.
- b. Training provided.
- c. Teamwork and individual efforts recognized.

PPA EMPLOYEE ANNUAL GOALS:

1. Create training opportunities and support participation in professional organizations.

Measures:

- a. Training provided.

- b. Participation in professional societies.
- 2. Use staff meetings to share project information, to encourage synergy, and to recognize individual and team effort.

Measures:

Use formal/informal reward system to recognize and acknowledge individual and group achievements.

DEPARTMENT OF ENVIRONMENTAL QUALITY

OFFICE OF SUPPORT SERVICES ANNUAL GOALS

FY 2004

CUSTOMER SERVICE

DEQ STRATEGIC GOAL:

Operate as a customer-oriented agency by focusing on customer service, trust and problem-solving through teamwork and partnership.

- * Make timely decisions.
- * Improve coordination with internal and external customers.
- * Provide effective communication, timely information and clear direction to customers.
- * Involve customers in the rule making process.
- * Work in partnership to solve problems.

Measures:

1. Decisions and services provided within agreed upon time frames which best meet customers' needs.
2. Customer service feedback.
3. Customer input and feedback during informal and formal stages of rule making.

OSS STRATEGIC GOAL:

Operate as customer-oriented agency by focusing on customer service, trust and problem solving through teamwork and partnership.

- * Execute a formal procedure to identify our customer's needs.
- * Execute a procedure for evaluation of all our current procedures.
- * Improve coordination and communications with our current procedures.
- * Make timely decisions.

Measures:

1. Annual prioritized list of customer needs.
2. Customer feedback.

OSS ANNUAL GOALS:

1. We will make ourselves available to our customers in the Department to discuss the quality of our services and any gaps in the services we are providing.
2. The Budget Section will continue to work with SSCs and other division staff to help them develop skills in using support tools such as Access and the Clarion budget and Forecasting System.
3. The Budget Section will work with the Fiscal analyst's office to update the program descriptions used in the analyst's budget recommendations and continue to carefully review the LFA's excel and access versions of the fee document to eliminate errors.
4. The Budget Section will prepare various analysis of historical budget reductions, unfunded program requirements, costs per FTE charts and other analysis as needed.
5. The Budget Section will develop a schedule of significant budgeting due dates.
6. The Budget and Finance Section will encourage and help the Divisions to get the necessary training to use the State's Data Warehouse and other resources available to do budgeting and other financial research and other resources available to do budgeting and other financial research. This will enhance their ability to obtain timely financial information for making management decisions.

7. The Finance Section will continue to closely monitor cash and investment balances in Department funds that allow interest to maximize investment earnings.
8. The Finance Section will continue to process DP1's and pay accounts payable on a timely basis to help ensure the division's procurement and vendor payments are made timely.
9. The Finance Section will continue to review the accounts receivable policy and procedures of the Department and propose recommendations for improvement
10. The Finance Section will continue to audit the waste disposal fees that go into the Environmental Quality Restricted Account to ensure that the fees paid by the waste disposal facilities are complete and accurate.
11. The Finance section will continue to provide training and customer support for the DP1 system as necessary.
12. The Finance Section will continue to work in conjunction with the IT section to monitor and enhance the DP1 system.
13. The Finance Section will review and monitor employee reimbursements of telephones for personal use.
14. The Finance Section will develop and track the following performance measures:
 - a. Timeliness of processing DP1's from purchasing review to placing of order.
 - b. Number of audit findings from State Auditor and State Finance audits.
 - c. Noncompliance with timeliness of deposits of cash receipts.
 - d. Noncompliance with timeliness of federal reporting requirements.
 - e. Maximization of investment versus cash balance in restricted accounts.
 - f. Adherence to State Finance closeout schedule.
 - g. Number of transactions in FINET.
 - h. Compliance with Cash Management Improvement Act.
15. General Services will coordinate one annual facility-wide fire drill and work for the goal of achieving 100% participation. A complete employee evacuation should be held under the maximum acceptable time of 5 minutes.
16. General Services will obtain 100% participation in the annual self-inspection survey by Division/Office Risk Management Committee members. All exceptions will be documented and follow-up on with corrective action plans.
17. General Services will review, update and submit to Risk Management the annual

Statement of Property Values by the due date of May 2, 2003.

18. Records Management & Administration will continue to produce local health department contracts by June 1.
19. OSS will process cash receipts within three days of receipt of money.
20. Records Management & Administration will continue to do forecasts within the time frame given by the Budget section.
21. The office will compile an annual report for the Executive Director describing activities, accomplishments and statistics on processes completed.

EMPLOYEES

DEQ STRATEGIC GOAL:

The success of the employees determines the success of DEQ. We will maintain a climate and structure in which employees can function to their fullest potential and accomplish the strategic goals of DEQ.

- * Employee participation and continued involvement are encouraged.
- * Teamwork and problem solving are encouraged.
- * Employees are recognized for their contributions.
- * Provide opportunities for training and professional development.

Measures:

1. Employees' feedback.
2. Individual performance standards reflect annual goals, and performance reviews are based on those performance standards.
3. Employees' statements and actions reflect strategic and annual goals and DEQ policies and procedures.
4. Employee recognition programs are in place, utilized and meet employee and management needs.

OSS STRATEGIC GOAL:

In order to more fully utilize our major resource, the employees of the Office of Support Services must achieve the following:

- * Standards must be established and followed for communicating pertinent information to each employee in the office.
- * Implement employee recognition programs and practices that will result in a work force that believe quality work is recognized.
- * Develop within existing resources the most efficient professional development program possible; and
- * Employees will continue to be part of the problem-solving process and in an environment where they not only are comfortable expressing their ideas and concerns, but are expected to do so.

Measures:

1. Employee surveys.
2. Prioritized list of necessary professional development.
3. Quarterly meeting with all employees to discuss problems and solutions.

OSS ANNUAL GOALS:

1. Semi-annual meeting with all employees of OSS will include the following discussions:
 - a. Status of progress toward achievement of OSS annual goals;
 - b. Employee suggestions for procedural enhancements.
 - c. Status of the Department's and various Division's progress toward achievement of annual goals; and
 - d. Other department/office initiatives.
2. Effectively utilize the Department's Quality Recognition program and develop sensitivity among OSS employees (especially supervisors) as to

the importance of employee rewards and recognition.

3. All employees will understand the Department's Operating Principles. Those principles will be reflected in the way each employee of the Office conducts business.
4. The Office will support the Department's leadership development efforts. All training will be attended by the appropriate individuals and it will be expected that those individuals will apply lessons learned in that training.

STATE BASED REGULATION OF ENVIRONMENTAL PROGRAMS

DEQ STRATEGIC GOAL:

Administer environmental programs and priorities to reflect the unique conditions of Utah. Programs will be administered at the state or local level, wherever appropriate. Actively influence non-delegated federal programs to reflect Utah needs.

Measures:

1. Primacy is achieved and maintained in those environmental program areas in which it is determined to be in the best interest of the state to receive federal primacy.
2. Utah issues and DEQ concerns are reflected in state, regional and national environmental policies.

OSS STRATEGIC GOAL:

OSS will take an active role to help influence and develop rules and programs that are consistent with and help Utah achieve its needs.

OSS ANNUAL GOALS:

1. The office will continue to be involved in the development and rewrite of Federal regulations and policies and procedures of EPA.
2. The Office will continue to provide the financial application for the Performance Partnership Grant and will complete the grant and all

necessary amendments and changes within prescribed due dates.

COORDINATION WITH LOCAL HEALTH DEPARTMENTS AND LOCAL GOVERNMENTS

DEQ STRATEGIC GOAL:

Improve the effectiveness and efficiency of statewide delivery of environmental services by strengthening relationships with local health departments and local governments.

- * Work with local governments and provide information to plan for and manage the environmental impacts of growth.
- * The Environmental Services Delivery Plan delineates roles and responsibilities and establishes accountability between DEQ and local health departments and local governments.
- * Focus on teamwork and partnership identifying and resolving problems.

MEASURES:

1. Key problems identified by DEQ and LHDs and local governments are addressed and solutions developed and implemented.
2. Effectiveness of the Environmental Service Delivery Plan in developing a state/local partnership, coordinating delivery of services, and obtaining adequate resources.

OSS STRATEGIC GOAL:

OSS will provide appropriate administrative support to strengthen the relationship of the Department with local health departments and local governments.

OSS ANNUAL GOALS:

1. OSS will avail itself to the local health department business managers group to provide expertise and assistance.
2. Quarterly contract payments will be processed on a timely basis.
3. Prepare annual Building Block for cost of living increases.